

Application: NORTHSIDE CHARTER HIGH SCHOOL

Jen Pasek -
2023-2024 Annual Report

Summary

ID: 0000000249
Last submitted: Jul 31 2024 06:23 AM (EDT)

August 1 Draft

Entry 1 – School Information and Cover Page

Completed - Jul 30 2024

Instructions

Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within the Annual Report Portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

Entry 1 – School Information and Cover Page

(New schools that were not open for instruction for the 2023-2024 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (**as of June 30, 2024**) or you may not be assigned the correct tasks.

BASIC INFORMATION

a. LEGAL SCHOOL NAME (as chartered)

(Select name from the drop down menu)

NORTHSIDE CHARTER HIGH SCHOOL 800000063771

b. Unofficial or Popular School Name

Northside

c. CHARTER AUTHORIZER (As of June 30th, 2024)

Please select the correct authorizer as of June 30, 2024 or you may not be assigned the correct tasks.

BOARD OF REGENTS

c. School Unionized

Is your charter school unionized?

No

d. District/CSD of Location

CSD #14 - BROOKLYN

e. Date of Approved Initial Charter

Jan 1 2009

f. Date School First Opened for Instruction

Sep 1 2009

g. Approved School Mission and Key Design Elements

(Regents, NYCDOE and Buffalo BOE authorized schools only)

The Mission of Northside Charter High School is to provide an enriching and innovative learning environment whereby students achieve postsecondary readiness.

KDE 1 Performance-Driven Accountability

KDE 2 A Rigorous Program Designed for Postsecondary Success

KDE 3 Advisory Model

KDE 4 Participation in Ongoing Evaluation and Analysis Processes

KDE 5 Instruction and Other Activities of a Highly Qualified Teaching Staff

KDE 6 Instructional Technology

h. School Website Address

<https://northsidechs.org/>

i. Total Approved Charter Enrollment for 2023-2024 School Year

420

j. Total Enrollment on June 30, 2024 - excluding Pre-K program enrollment

420

k. Grades Served

Grades served during the 2023-2024 school year (exclude Pre-K program students):

Responses Selected:

9
10
11
12
Ungraded

I. Charter Management Organization/Educational Management Organization

Do you have a [Charter Management Organization](#)?

No

FACILITIES INFORMATION

m. FACILITIES: Owned, rented, leased to educate students

Will the school maintain or operate multiple sites in 2024-2025?

No, just one site.

School Site 1 (Primary)

m1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades Served at Site for 2023-2024 School Year (K-5, 6-9, etc.)	Grades to be Served at Site for 2024-2025 school year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	424 Leonard Street, Brooklyn NY 11222	347-390-1273	NYC CSD 14	9-12	9-12	None

m1a. Please provide the contact information for Site 1.

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Muhammed Chaudhry	Chief Executive Officer	347-390-1273		
Operational Leader	Tony Dinh	Chief Finance and Operations Officer	347-390-1273		
Compliance Contact	Tony Dinh	Chief Finance and Operations Officer	347-390-1273		
Complaint Contact	Dwight Thomas	Chief Student Services Officer	347-390-1273		
DASA Coordinator	Richard Uwangué	Associate Director of Student Experience and Safety	347-390-1273		
Phone Contact for After Hours Emergencies	Dwight Thomas	Chief Student Services Officer			

m1b. Is site 1 in public space or in private space?

Public Space

m1c. Is site 1 in a co-located or not in a co-located facility?

Responses Selected:

Co-Located with a District School

m1d. Please list the terms of your current co-location.

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 1	N/A					

n. List of owned, rented, leased facilities not used to educate students and the purpose of each.

Separate by semi-colon (;)

N/A

o1. Total Number of School Calendar Days

181

o2. Total Number of Instructional Hours by Month (Entries are required for all months. Enter a zero for months with no instructional hours.)

January 2024	131
February 2024	86
March 2024	111
April 2024	62
May 2024	117
June 2024	92
July 2023	0
August 2023	0
September 2023	100
October 2023	108
November 2023	106
December 2023	90

CHARTER REVISIONS DURING THE 2023-2024 SCHOOL YEAR

p. Summary of Material and Non-Material Charter Revisions approved or pending in 2023-2024, including updates to the school’s board of trustees’ bylaws, enrollment policy, discipline policy, or complaint policy.

Please note, listing the revisions here does not constitute a request. Schools are advised to seek revision requests through their authorizer directly.

Does the school have any material or non-material revisions approved or pending?

Yes

p2. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in Maximum Approved Enrollment	Increase its authorized enrollment from the currently approved 420 students to 450 students.	11/21/2023	6/23/2024
2				
3				
4				
5				

More revisions to add?

No

ATTESTATIONS

q. Name/Position of Person Completing/Submitting the 2023-2024 Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

Name	Jen Pasek
Position	Consultant
Phone/Extension	
Email	

q. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).

Responses Selected:

Yes

As outlined in ENTRY 7 (Employee Fingerprint Requirements Attestation):

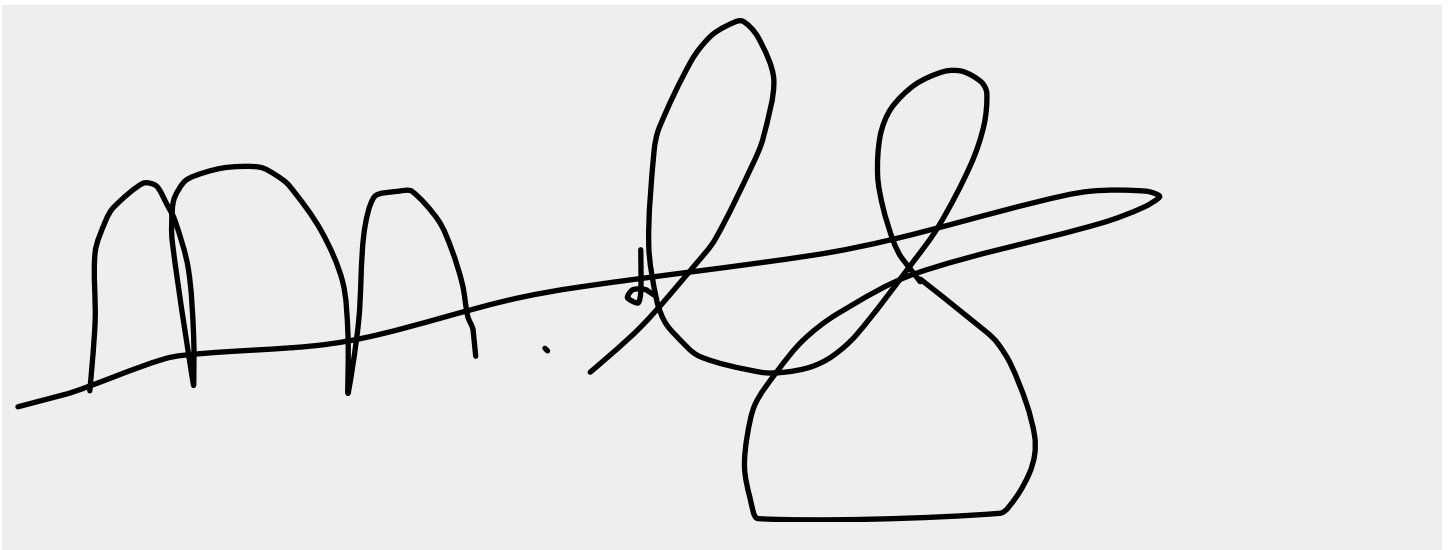
Our E-Signatures (not digital signatures) (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 7 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.

Responses Selected:

Yes

Signature, Head of Charter School

(If you are not signing the application now, please click "Clear" on both signature fields before saving this task or else the system will return an error.)

A large, stylized handwritten signature in black ink on a light gray background. The signature is composed of several loops and a long horizontal stroke that extends to the right.

Signature, President of the Board of Trustees

(If you are not signing the application now, please click "Clear" on both signature fields before saving this task or else the system will return an error.)



Date

Jul 30 2024



Thank you.

Entry 2 – Links to Critical Documents on School Website

Completed - Jul 30 2024

Instructions

Required of ALL Charter Schools (Note that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved Dignity for All Students Act (DASA) policy and NYSED-Approved School Discipline Policy)

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items. All links must be readily found on the school's website.

1. Current Annual Report (i.e., 2023-2024 Annual Report);[\[1\]](#)
2. Board meeting notices, agendas and documents;
3. New York State School Report Card. This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State law;[\[2\]](#) (Even if there is no school data yet reported, provide a direct web link to the most recent [New York State School Report Card](#) for the charter school.
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building level safety plan (as per the July 2023 [Emergency Response Plan Memo](#) – Charter Schools Only);
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records. (Example: See [NYSED Subject Matter List](#))

[\[1\]](#) Each charter school is required to make the Annual Report publicly available by August 1 and to post on their respective charter school website. Each school should post an updated and complete version to include

accountability data and financial statements that are not or may not be available until after the August deadline (i.e.,
Repost when financials have been submitted in November.)

[\[2\]](#) SRC data is included in the reporting requirements for New York charter schools in 8 NYCRR 119.3.

Entry 2 – Links to Critical Documents on School Website

School Name: NORTHSIDE CHARTER HIGH SCHOOL

Required of ALL Charter Schools (Note that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved Dignity for All Students Act (DASA) policy and NYSED-Approved School Discipline Policy)

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items. All links must be readily found on the school's website.

[New York State Report Card](#)

[Emergency Response Plan Memo](#)

[NYSED Subject Matter List](#)

	Link to Documents
1. Current Annual Report (i.e., 2023-2024 Annual Report)	
2. Board meeting notices, agendas and documents	https://northsidechs.org/governance/
3. New York State School Report Card. This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State law; (Even if there is no school data yet reported, provide a direct web link to the most recent New York State School Report Card for the charter school.	https://data.nysed.gov/essa.php?year=2023&instid=800000063771
4a. Authorizer-approved DASA Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	https://northsidechs.org/family-life-guide/
4b. Authorizer-approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	https://northsidechs.org/family-life-guide/
5. District-wide safety plan, not a building level safety plan (as per the September 2021 Emergency Response Plan Memo	https://northsidechs.org/nchs-policies/
6. Authorizer-approved FOIL Policy	https://northsidechs.org/quick-links/
7. Subject matter list of FOIL records. (Example: See NYSED Subject Matter List)	https://northsidechs.org/quick-links/

Thank you.



Entry 3 – Board of Trustees Disclosure of Financial Interest Form

Completed - Jul 30 2024

Required of ALL Charter Schools

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2023-2024 school year must complete and sign a Trustee [Disclosure of Financial Interest Form](#) due **no later than 11:59 PM on August 1, 2024**. Acceptable signature formats include:

- Digitally certified PDF signature (i.e., DocuSign)
- Manual signature (1. download to print, 2. manually sign, 3. scan signed document to PDF, and 4. upload into portal)

All completed forms must be collected and uploaded in .PDF format for each individual member. **The education corporation is responsible for ensuring that each member who served on the board during the 2023-2024 school year completes the form.**

Charter schools **must** submit the latest version of the form. Forms completed from past years will not be accepted.

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Trustee Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

[NCHS Kaley Childs Karaffa 2023-24 Charter School Disclosure of Financial Interest Form](#)

Filename: NCHS_Kaley_Childs_Karaffa_2023-24__lcaQFQu.pdf Size: 562.0 kB

[NCHS Willie Scott 2023-24 Charter School Disclosure of Financial Interest Form](#)

Filename: NCHS_Willie_Scott_2023-24_Charter__tNM72w1.pdf Size: 558.7 kB

[NCHS Danielle Redmond 2023-24 Charter School Disclosure of Financial Interest Form](#)

Filename: NCHS_Danielle_Redmond_2023-24_Char_oEFFb6S.pdf Size: 560.1 kB

[NCHS Rizwan Alladin 2023-24 Charter School Disclosure of Financial Interest Form](#)

Filename: NCHS_Rizwan_Alladin_2023-24_Charte_VX3xsjT.pdf Size: 563.9 kB

[NCHS Douglas Giles 2023-24 Charter School Disclosure of Financial Interest Form](#)

Filename: NCHS_Douglas_Giles_2023-24_Charter_CxHGYK.pdf Size: 557.4 kB

Entry 4 – Board of Trustees Membership Table

Completed - Jul 30 2024

Instructions

Required of ALL charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

Entry 4 – Board of Trustees Membership Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

Authorizer:

Who is the authorizer of your charter school?

Board of Regents

1. 2023-2024 Board Member Information (Enter info for each BOT member)

	Voting Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliation (s)	Voting Member Per By-Laws (Y/N)	Number of Completed Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2023-2024
1	Kaley Childs Karaffa		Chair	Executive, Finance, Board Development, Education and Accountability	Yes	4	1/23/2024	1/23/2027	11
2	Douglas Giles		Vice Chair	Executive, Finance	Yes	4	10/1/2021	10/1/2024	8
3	Rizwan Alladin		Treasurer	Executive, Finance, Education and Accountability	Yes	3	10/1/2023	9/15/2026	10
4	Danielle Redmond		Trustee/Member	Executive, Board Development	Yes	3	10/1/2023	10/13/2026	9
5	Willie Scott		Secretary	Executive, Board Development, Education and Accountability	Yes	4	1/23/2024	1/23/2027	10

6					Yes				
7									
8									
9									

1a. Are there more than 9 members of the Board of Trustees?

No

2. Number of board meetings conducted in 2023-2024

11

3. Number of board meetings scheduled for the 2024-2025 school year

12

4. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

- SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
- REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total number of Voting Members on June 30, 2024	5
b. Total number of Voting Members added during the 2023-2024 school year	5
c. Total number of Voting Members who left the board during 2023-2024 school year	0
d. Total Maximum Number of Voting Members in 2023-2024; as set by the board in bylaws, resolution, or minutes	15

5. INFORMATION ABOUT NON-VOTING MEMBERS OF THE BOARD OF TRUSTEES (REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED ONLY)

a. Total number of Non-Voting Members on June 30, 2024	0
b. Total number of Non-Voting Members added during the 2023-2024 school year	0
c. Total number of Non-Voting Members who left the board during the 2023-2024 school year	0
d. Total Maximum Number of Non-Voting members in 2023-2024, as set by the board in bylaws, resolution, or minutes set by the board in bylaws, resolution, or minutes	0
e. Board members attending 8 or fewer meetings during 2023-2024	1

Thank you.

Entry 5 – Board Meeting Minutes

Completed - Jul 31 2024

Instructions - Required of Regents, NYCDOE, and Buffalo BOE Authorized Schools ONLY

Schools must upload a complete set of final monthly board meeting minutes (July 2023-June 2024), which should match the number of meetings held during the 2023-2024 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted **no later than 11:59 PM on August 1, 2024**.

[NHCS 2023-24 Board Minutes July - May](#)

Filename: NHCS_2023-24_Board_Minutes_July_-_May.pdf Size: 986.6 kB

[June, 2024 Board Meeting Minutes NCHS](#)

Filename: June_2024_Board_Meeting_Minutes_NCHS.docx.pdf Size: 165.2 kB

Entry 6 – Enrollment & Retention

Completed - Jul 30 2024

Instructions for submitting Enrollment and Retention Efforts

Required of ALL Charter Schools

Describe the good faith efforts the charter school has made in 2023-2024 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWD), English Language Learner(s) (ELL), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2024-2025.

*SUNY-authorized charter schools

The education corporation must include a plan for the charter to meet or exceed enrollment and retention targets established by the SUNY Trustees for students with disabilities, ELLs, and students who are eligible to participate in the FRPL program. See the [enrollment and retention target calculator](#) to find specific targets.

Entry 6 – Enrollment and Retention of Special Populations

Good Faith Efforts to Meet Recruitment Targets (Attract)

	Describe Recruitment Efforts in 2023-2024	Describe Recruitment Plans in 2024-2025
Students with Disabilities	<p>Similar to our efforts to recruit ELLs, our SWD recruitment strategy emphasizes the support we provide to ensure the success of SWD. Our recruitment team is knowledgeable about the school's special education and RTI programs and can speak to interested families about the comprehensive range of services provided as well as our inclusive environment.</p>	<p>In 2023-24, 26% of our enrollment had an Individual Education Plan. The local district enrolled 22% students with disabilities in comparable grades.</p>
English Language Learners	<p>To recruit ELLs, a representative from NCHS conducts door-to-door canvassing in neighborhoods near NCHS with high concentrations of non-English speaking families. We distribute materials in English and Spanish and translators are provided for information sessions and open houses. Our marketing materials and presentations highlight the support at NCHS that helps ELLs succeed academically and socially. ELLs have historically been NCHS's most challenging subgroup target to meet. As a strategy to target the enrollment of ELLs, in December 2020 the Board also approved a revision to our lottery policy to add a weight for applicants who are ELLs. NCHS includes Spanish-language webinars for recruitment open houses and included a QR code on print material (mailed postcards) so that Spanish-language dominated households could review expanded explanations of recruitment material on our website in Spanish. We employ a bilingual Spanish speaking</p>	<p>In 2023-24, 9% of our enrollment were English Language Learners along with 2% former ELLs. The local district enrolled 13% ELL students in comparable grades.</p>

	<p>Recruitment, Enrollment, and Communications Manager to more effectively communicate with the English and Spanish speaking communities.</p>	
<p>Economically Disadvantaged</p>	<p>Recruitment for all students is directed by the student enrollment manager and the communications and community engagement manager. To recruit ED students, NCHS focuses on outreach in neighborhoods in CSD 14 and other areas that connect to CSD 14 on public transportation lines. NCHS representatives attend high school school fairs (in-person and virtual) to recruit student applicants. Additionally, NCHS advertises in social media (Facebook and Instagram), and uses the services of the NYCDOE vendor, Vanguard, to mail to 8th grade families within specific zip codes within New York City. All the materials presented at school visits highlight our policy of conducting a blind lottery and our inclusive environment, and encourage ED students to apply. In December 2020, the NCHS Board of Trustees approved a revision to our lottery policy to add a weight for applicants who are ED. NCHS's recruitment marketing strategy focused on social media and print media marketing to more than 21 zip codes within Brooklyn, Queens, and Lower Manhattan, of which 80 percent of those zip codes were areas of low to moderate- income (per 2010 US Census Bureau statistics).</p>	<p>In 2023-24, 84% of our enrollment qualified as economically disadvantaged. The local district, CSD 14, enrolled 82% ED students in comparable grades. Going forward we will continue with the strategies outlined to the left.</p>

Good Faith Efforts To Meet Retention Targets

	Describe Retention Efforts in 2023-2024	Describe Retention Plans in 2024-2025
Students with Disabilities	<p>NCHS is committed to serving the needs of SWD; we utilize a chief student services officer, reporting to the executive director. This position expanded our special education department and allows for continued responsive support for students with IEPs. NCHS has an enhanced membership with the New York City Collaborative for Inclusive Education (NYCCIE). This membership provides us with onsite monthly professional development sessions as well as online resources on topics such as social emotional learning, culturally responsive education, and instructional strategies for inclusive classrooms. Teachers, social workers and counselors attend these professional development meetings. In addition, The NYCCIE matches us with an education expert who observes our SPED and ELL programs twice a year. These observations are paired with data analysis and we are provided with guidance to address any programmatic deficits.</p>	<p>In the fall of 2023-24, we retained 96% of SWD students who were eligible to return from 2022-23.</p>
English Language Learners	<p>A teaching assistant provides push-in support for ELLs. NCHS is using the NWEA MAP assessment to support placement and ongoing monitoring for ELLs. In addition, NCHS administers the NYSESLAT at the end of each school year to monitor ELLs' language development. To increase retention, we employed the following strategies:</p> <p>Increased ELL interventions in all</p>	<p>In the fall of 2023-24, we retained 96% of ELL students who were eligible to return from 2022-23.</p>

	<p>core academic classes. This initiative is led by the chief student services officer with support from a teaching assistant, who provides push-in support to ELL students; and Increased Spanish language outreach to families; all communications are available in Spanish and English.</p> <p>Hired a Bilingual Spanish speaking Recruitment, Enrollment, and Communications Manager, with connections to the Brooklyn community, to more seamlessly communicate with our caregiver community.</p>	
Economically Disadvantaged	<p>As the majority of NCHS students are ED, our entire school program is focused on supporting the retention of ED students. NCHS ensures that no student is denied access to learning opportunities and special initiatives such as college visits because of an inability to cover the cost. NCHS provides breakfast and lunch to ED students. We also offer after-school tutorials with teachers, personal college guidance, and 1:1 counseling to ensure that students can access the rigorous curriculum.</p>	<p>In the fall of 2023-24, we retained 91% of ED students who were eligible to return from 2022-23.</p>

Entry 7 – Employee Fingerprint Requirements Attestation

Completed - Jul 30 2024

Entry 7 – Employee Fingerprint Requirements Attestation

A. TEACH System – Employee Clearance

Required of ALL Charter Schools

Charter schools must ensure that all prospective employees^[1] receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel who are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

^[1] Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at [NYSED CSO Employee Clearance and Fingerprint Memo](#) or visit the NYSED website at [Who Must Be Fingerprinted Charts](#) for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

B. Emergency Conditional Clearances

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo](#).

Attestation

Responses Selected:

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

Entry 8 – Organization Chart

Completed - Jul 30 2024

Instructions

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

Upload the 2023-2024 **Organization Chart**. The organization chart should be a graphic representation (A list will not be accepted.) and should include position titles and reporting (hierarchical) relationships. Employee names should **not** appear on the chart.

Organizational Chart -no names- FY 2024

Filename: Organizational_Chart_-no_names-_FY_2024.pdf Size: 30.9 kB

Entry 9 – School Calendar

Completed - Jul 30 2024

Instructions for submitting School Calendar

Required of ALL Charter Schools

If the charter school has a tentative calendar based on available information and guidance at the time, please submit it **no later than 11:59 PM on August 1, 2024**. Charter schools must upload a final school calendar into the portal and may do so at any time but **no later than 11:59 PM on September 16, 2024**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools “... unless the school's charter requires more instructional time than is required under the regulations.”

Board of Regents-authorized charter schools also are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month (also used to align to schools with extended days/years referenced in their mission statements/key design elements). See an example of a calendar showing the requested information. Schools **must** use a calendar format and ensure there is a monthly tally of instructional days.

Sample Calendar:

12 Month Calendar 2021-2022				
184 Instructional Days				
July				
Mon	Tues	Wed	Thurs	Fri
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30
August				
Mon	Tues	Wed	Thurs	Fri
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			
September (18)				
Mon	Tues	Wed	Thurs	Fri
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	
October (20)				
Mon	Tues	Wed	Thurs	Fri
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29
November (18)				
Mon	Tues	Wed	Thurs	Fri
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			
December (17)				
Mon	Tues	Wed	Thurs	Fri
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31
January (20)				
Mon	Tues	Wed	Thurs	Fri
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				
February (15)				
Mon	Tues	Wed	Thurs	Fri
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28				
March (23)				
Mon	Tues	Wed	Thurs	Fri
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	
April (15)				
Mon	Tues	Wed	Thurs	Fri
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29
May (21)				
Mon	Tues	Wed	Thurs	Fri
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			
June (17)				
Mon	Tues	Wed	Thurs	Fri
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

 Staff Report - August 23rd	 Early Dismissal Days	 Holiday/Recess (No Students or Staff)
 Superintendent's Conference Day (No School for Students)	 Regents and School-level Exams	
 September 8, 2021 All Grade Levels Report	 June 24, 2022 - Last Day of School	

[NCHS 2024-2025 School Calendar](#)

Filename: NCHS_2024-2025_School_Calendar.pdf Size: 296.4 kB

Entry 10 – Faculty/Staff Roster Template

Completed - Jul 30 2024

INSTRUCTIONS

Required of Regents, NYCDOE, and Buffalo BOE-authorized Charter Schools ONLY

Please click on the MS Excel [Faculty/Staff Roster Template](#) and provide the following information for **ANY and ALL** instructional and non-instructional employees (all faculty and staff employed by the school during the 2023-2024 school year).

Use of the 2023-2024 Annual Report Faculty/Staff Roster Template is required. Each of the data elements, with the exception of the Notes, are required, and use of the drop-down options, when provided, is also required.

Reminders: Please use the Notes section provided to add any additional information as deemed necessary. Failure to adhere to the guidelines and validations in the Faculty/Staff Roster Template will result in a resubmission of a fully corrected roster.

Here is the complete list of data elements in the roster template and an explanation of what information is required to correctly complete this task.

Roster Data Elements	Explanations
Authorizer NOTE: MUST BE DONE FIRST	Select your school's authorizer from the drop-down list first , before completing the roster.
School Name and Institution ID	Select your school's name from the drop-down list .
Faculty/Staff First Name	Enter the first name of the Faculty/Staff person.
Faculty/Staff Last Name	Enter the last name of the Faculty/Staff person.
TEACH ID	Enter the 7 digit TEACH ID for the Faculty/Staff person.
Role in School	Select the best choice of role of the Faculty/Staff person from the drop-down list .
CPR/AED Certification Status	Select the appropriate choice from the drop-down list .
Hire Date	Enter the date that the Faculty/Staff person was hired.
Start Date	Enter the date that the Faculty/Staff person actually began employment in this school.
Total Years' Experience in this Role	Enter Total Years of Experience that the Faculty/Staff person has in their current role.
Total Years at this School	Enter the Total Years that the Faculty/Staff person has been employed in this school.
Out-of-Certification Justification	Select the appropriate choice from the drop-down list .
Subject Taught	Select the appropriate choice from the drop-down list .
Notes	Optional

Northside Staff Roster 2023-24 final

Filename: Northside_Staff_Roster_2023-24_final.xlsx Size: 54.5 kB

Entry 11 – Progress Toward Goals

In Progress - Last edited: Jul 30 2024

Instructions

SUNY-Authorized Charter Schools ONLY- Complete Template and Upload to Epicenter

SUNY-authorized charter schools must download an Accountability Plan Progress Report template at [Accountability Plan Progress Report](#). After completing, SUNY-authorized charter schools must upload the document into the Annual Report Portal, and into the SUNY Epicenter document management system **no later than 11:59 PM on September 16, 2024**.

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters **no later than 11:59 PM on November 1, 2024.**

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

Entry 11 – Progress Toward Goals

PROGRESS TOWARD CHARTER GOALS

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 1, 2024.

1. ACADEMIC STUDENT PERFORMANCE GOALS

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2024.**

2023-2024 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1	Performance Framework: Regents Testing Outcomes compared to NYS	<p>After four years in high school, the 2020 Cohort achieved a 65+ or were exempted on the following five Regents:</p> <p>Regents English: Regents Global History: Regents Mathematics: Regents Science: Regents US History:</p>		
Academic Goal 2	Performance Framework: Graduation Rates compared to NYS	Graduation Rates compared to NYS rates		
Academic Goal 3	Performance Framework: Graduation Rates will exceed 80%	4 Yr Grad Rate: 5 Yr Grad Rate:		
Academic Goal 4				
Academic Goal 5				
Academic Goal 6				

Academic Goal 7				
Academic Goal 8				
Academic Goal 9				
Academic Goal 10				

2. Do have more academic goals to add?

No

4. ORGANIZATION GOALS

For the 2022-2023 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.

2022-2023 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1				
Org Goal 2				
Org Goal 3				
Org Goal 4				
Org Goal 5				
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

5. Do have more organizational goals to add?

No

6. FINANCIAL GOALS

2022-2023 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1				
Financial Goal 2				
Financial Goal 3				
Financial Goal 4				
Financial Goal 5				

7. Do have more financial goals to add?

No

Thank you.

Entry 12 – Audited Financial Statements

Incomplete

Required of ALL Charter Schools

ALL SUNY-authorized charter schools must upload the financial statements and related documents in PDF format into the Annual Report Portal and into the SUNY Epicenter document management system **no later than 11:59 PM on November 1, 2024**. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

ALL Regents, NYCDOE, and Buffalo BOE-authorized charter schools must upload final, audited financial statements to the Annual Report Portal **no later than 11:59 PM on November 1, 2024**. Upload the independent auditor’s report, any advisory and/or management letter, and the internal controls report as one submission, combined into a PDF file, ensuring that security features such as password protections are removed from all school uploaded documents.

PLEASE NOTE: This task appears as visible and optional task in the online portal until August 1 2024 but will be identified as a required task thereafter and due on November 1, 2024. This is a required task, and it is marked optional for administrative purposes only.

Entry 12b – Audited Financial Report Template (BOR)

Incomplete

[Instructions - Regents-Authorized Charter Schools ONLY](#)

Regents-authorized schools must download and complete the Excel spreadsheet entitled “Audited Financial Report Template” from the online portal or the [2023-2024 Annual Reports](#) webpage. Upload the completed file in Excel format and submit **no later than 11:59 PM on November 1, 2024**.

Please complete one spreadsheet at the Education Corporation level and submit the same spreadsheet for each of the schools.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

Entry 12c – Additional Financial Documents

Incomplete

Regents, NYCDOE and Buffalo BOE authorized schools must upload financial documents and submit **no later than 11:59 PM on November 1, 2024**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a “federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold.”

1. Advisory and/or Management letter
2. Federal Single Audit
3. Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school^[1]
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

^[1] Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

Entry 12d – Financial Contact Information

Incomplete

Regents, NYCDOE, and Buffalo BOE authorized schools should enter financial contact information directly into the form within the portal **no later than 11:59 PM on November 1, 2024**.

Form for "Financial Contact Information"

1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone

2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
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3. If applicable, please provide contact information for the school's outsourced financial services firm.

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm

Entry 13 – Fiscal Year 2024-2025 Budget

Incomplete

SUNY-authorized charter schools should download the [2024-2025 Budget and Quarterly Report Template and the 2024-2025 Budget Narrative Questionnaire](#) from the SUNY website and upload the completed templates into the Annual Report Portal and into the Epicenter document management system. **Due no later than 11:59 PM on November 1, 2024.**

Regents, NYCDOE, and Buffalo BOE authorized charter schools should upload a copy of the school's FY25 Budget using the [2024-2025 Budget Template](#) into the Annual Report Portal or from the Annual Report website. **Due no later than 11:59 PM on November 1, 2024.**

The Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

Optional Additional Documents to Upload (BOR)

Incomplete

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Kaley Childs Karaffa

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board member and board chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

-

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

-

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
Nasdaq	Board portal Software	\$6,950	Kaley Karaffa - employee of Nasdaq	Management vetted the board portal software providers and made a recommendation to the board in alignment with the School's financial policies and procedures. I abstained from the vetting process and recused myself from the board discussions and vote.

-

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

DocuSigned by:

767596789E994D99

7/16/2024

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Willie Scott

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee, Secretary

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

-

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

-

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

-

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Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

DocuSigned by:
Willie Scott
812800000000000000

7/3/2024

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Danielle Redmond

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board Member

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

-

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

-

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

-

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

DocuSigned by:
Danielle Redmond
B88F41E470E3421...

7/15/2024

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Rizwan Alladin

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee and treasurer

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes **No**

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

The Chief Executive Officer, Muhammed Ahmed Chaudhry, is married to my sister.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes **No**

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

I was employed as the chief executive from October 2019 to August 2020 with a salary of \$10,000 per month.

-

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
June 2024	School budget approval	I do not vote on the current chief executive's salary or benefits. Negotiation of the chief executive's compensation is dealt directly with the Board Chair.	Muhammed Ahmad Chaudhry (CEO)

-

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
MACRHA Consulting	Executive consulting services	\$120k annually	Muhammed Ahmad Chaudhry	Contract was negotiated by Board Chair we have converted the consulting agreement into the salary moving forward.

-

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

DocuSigned by:
Rizwan Alladin
60888402455497

6/26/2024

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Douglas Giles

Name of Charter School Education Corporation:

Northside Charter High School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Vice Chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

-

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

-

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

-

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.


Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

DocuSigned by:

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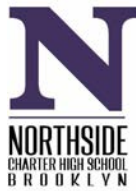
Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022



Northside Charter High School
424 Leonard Street
Brooklyn, NY 11222
(347)390-1273
www.northsidechs.org

**Northside Charter High School
Board of Trustees Meeting Minutes
July 18th, 2023, 6:00 pm ET**

Present:

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

Guest Present:

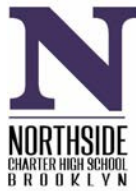
Muhammed Chaudhry - CEO
Matt Molloy - Interim Chief Academic Officer
Mahmud Ennin - Chief Financial Officer
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student and Family Activities
Anna Henebeng - Director of College of Readiness
Fahim Ahmed - Director of Technology

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 July 2023 consent agenda, which included: June 2023 Board Meeting Minutes and June 2023 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the July 2023 Consent Agenda that was seconded and carried, all were in favor.

II. Management Report:

- A. Mr. Chaudhry reported that Matt Molloy has been appointed as Interim Chief Academic Officer and the leadership team have confidence in Mr. Molloy's ability to foster commitment to common purpose and excitement for the platform that these changes give us, in helping drive a cohesive culture and focus on post secondary readiness at Northside Charter High School (NCHS).
- B. Mr. Molloy introduced Ms. Blackman and noted that she has been devotedly working under the Chief Student Services Department and has been appointed the Director of Student Life and Engagement. Mr. Molloy reported that Ms. Henebeng will continue to serve as the Director of College Readiness; Mr. Robert Smith will be taking the responsibility of Director of Guidance and Strategy; Ms. McClendon will be returning as the Director of Special Education; Mr. Fahim



Ahmed will be our Director of Instructional Technology; and Ms. Proto will be our Director of Teaching and Learning.

- C. Mr. Molloy reported that the student enrollment is currently 423 students. He noted that the student recruitment team is working to maintain full student enrollment for fiscal year 2024 and that we currently have 94 incoming ninth graders, 85 tenth graders, 127 eleventh graders, and 117 twelfth graders.
- D. Mr. Molloy presented the June Regents scores and described plans to provide additional guidance and preparation for future Regents exams to increase test scores and student achievement. The Board asked questions regarding students who still needed to pass Regents exams and the challenges students may be experiencing in attaining subject matter expertise to pass these examinations. Mr. Malloy indicated that some students enrolled in summer school and that there were Regents examination waivers given out in the previous years due to the pandemic, and finally indicated that many students are in need of additional support to overcome challenges presented from the pandemic.
- E. Mr. Molloy reported that 30 students received the advanced Regents diploma, 45 students received the regular Regents diplomas, and 58 students are currently enrolled in summer school to meet graduation requirements.
- F. Mr. Molloy reported that 52 rising 9th and 10th graders are participating in the Summer Bridge program. We have 59 students enrolled in summer school for credit recovery.
- G. Mr. Ennin reported that the goal for Fiscal Year 2023 student enrollment was 420 students and the School ended the fiscal year with student enrollment of 428 students maintained consistent revenue throughout the year. The School's annual budget for fiscal year 2023 was based on revenue of approximately \$9.6 million and expenses of \$9.5 million; the actual revenue was \$9.8 million with expenses of \$9.1 million, meaning the School ended fiscal year 2023 with a surplus and is financially healthy.

III. Committee Reports

A. Finance Committee:

- 1. Mr. Alladin reported that Kaizen Investments has been retained as the School's investment manager and executing their responsibilities in accordance with the Board approved Investment Policy and Investment Strategy. Kaizen will meet with the Finance Committee on established intervals throughout the year to review portfolio performance and goals. Mr. Alladin reported that PKF O'Connor is working on the annual audit following the Board's review of their independence and approval of their retention as the independent auditor in the June 2023 Board Meeting.

B. Executive Committee:

- 1. Ms. Karaffa reported that the Board over the course of the past decade has developed our organizational structure to meet the needs of the

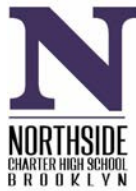


organization from a governance and an operational perspective. The organization was originally formed to have a principle that reported directly to the Board. However, as Northside became an independent charter school and separated from the Believe network in 2012, the Board determined that it would be in a better governance structure and in the best interest of the organization to develop what was then called the Executive Director role (now called “CEO”) to execute the Board’s directives and the organization’s strategy and fulfill operational responsibilities and report to the Board. Ms. Karaffa noted that the Board has the sole responsibility and authority to appoint, evaluate, and retain the CEO, and then the CEO has three chief officers that report to him: Chief Academic Officer that provides oversight for the core academic team. Chief Student Services Officer that oversees our guidance practices, our college readiness, our restorative justice program among other student support services. Chief Financial Officer that oversees the financial and operational functions within the organization.

2. Ms. Karaffa reported that the Executive Committee discussed talent strategy and employee retention efforts, which include incentive compensation to the executive team and other staff who have achieved performance goals and exhibited leadership capacity. She indicated that the CEO presented the detailed performance evaluation results of his direct reports to the Executive Committee and that his direct reports presented the results of the performance reviews for their team members to him. Ms. Karaffa noted the CEO has proposed that the incentive compensation be paid to employees in September 2023 based on their continued employment in good standing.
 - a) After discussion, on motion to approve the incentive compensation for fiscal year 2023 to be paid that was seconded and carried, all were in favor.

IV. **Public Comment:** No questions or comments were received.

V. **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.



Northside Charter High School
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**Northside Charter High School
Board of Trustees Meeting Minutes
August 22nd, 2023, 6:00 pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Danielle Redmond - Trustee, via video conference
Willie Scott - Trustee, via video conference

Excused:

Douglas Giles - Trustee
Rizwan Alladin - Trustee

Guest Present:

Muhammed Chaudhry - CEO
Matt Molloy - Interim Chief Academic Officer
Dwight Thomas - Chief Student Services Officer
Fahim Ahmed - Director of Technology
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student and Family Activities, via video conference
Anna Henebeng - Director of College of Readiness, via video conference
Rahul Patel - Restorative Justice Consultant, via video conference
Rim Rouissi - Guest, via video conference
Melissa Rivera - Guest, via video conference
Rossella Tarallo - Guest, via video conference

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

- I. **August Consent Agenda:** The Board discussed the August 2023 consent agenda, which included: July 2023 Board Meeting Minutes and July 2023 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the August 2023 Consent Agenda that was seconded and carried, all were in favor.

II. Management Report:

- A. Mr. Chaudhry introduced Dwight Thomas who was appointed as Chief Student Services Officer (CSSO).
- B. FY 2023 Strategic Plan Results Review: Mr. Chaudhry presented the final achievement of the fiscal year 2023 strategic goals to the Board, noting several important achievements including development of a new system to address



students who were chronically absent and practices for communication and interactions with caregivers.

III. Talent Strategy:

1. Matt Molloy reported that three staff members recently resigned and that there are two vacancies the School is interviewing prospective candidates to fill these roles. He further described the leadership team's proactive, open and transparent communication with our staff on employee retention and recruitment matters. Mr. Molloy also presented a sample of the professional development plan.
2. Mr. Molloy presented the sample professional development plan and performance evaluation framework that includes job descriptions for each role, objective development plan, and supervisory reporting lines. He noted the goal is to ensure that every employee understands their role's objectives and process for performance review, which complements our existing performance management system based on the the Danielson framework to provide feedback to educators.

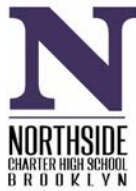
IV. Student Assessments and Programing:

1. Mr. Molloy reported that the management team and directors conducted a comprehensive review of our curriculum to ensure alignment of our curriculum with New York State standards and selected curriculum materials for every subject and grade level. He noted the student assessments calendar and programming will be hosted in Jupiter, the School's student information system, and leverage our student credit data to determine whether students are on track to meet the State standards by the year's end and implement remediation, when necessary. Mr. Malloy indicated Mr. Malloy informed the Board he will provide an update on the progress towards these objectives in November.

V. FY 2023 Culture and Climate Audit:

1. Mr. Patel, consultant, reported that the development of policies and structures for the Student Services team in fiscal year 2023 under Mr. Malloy's leadership as Interim Chief Student Services Officer has resulted in a positive impact for team culture, operationalization of practices, and an increase in the number of individuals trained in restorative justice. The next area of advancement is to increase the cohesion between academic and student services teams for the purpose of fostering an inclusive experience for both students and teachers.

VI. Diversity, Equity, and Inclusion (DEI) Audit: Mr. Patel explained that the DEI audit is continuing in collaboration with the Student Services department for the purpose of bolstering leadership support through collaboration of the CSSO and CAO offices to cultivate a more inclusive environment for all key stakeholders. Mr. Patel recommends



that management establish an IDEA steering committee, which will be dedicated to reviewing data and needs and addressing the specific DEI goals for NCHS.

VII. **NYSED Educational Agency Website Privacy Monitoring Law:**Mr. Ahmed reported that the NCHS website has been updated according to the new NYSED privacy monitoring law guidelines and requirements to report complaints.

VIII. **Policy Approvals**

A. Ms. Karaffa reported that the management team in collaboration with the School's consultants and outside counsel conducted a thorough review of the School's policies to ensure alignment with the School's strategy and program and compliance with all laws and regulations. The proposed amendments to the policies were non-material and primarily typographical in nature and reflect updates to align with the titles of roles within NCHS's organizational and leadership structure. She noted that the the Bylaws, the Lottery Policy, the investment policy, the Trustee Giving Policy, and the Code of Ethics policy did not have any modifications and operate under the versions previously approved by the Board.

B. The Board reviewed the redline of changes to the Financial Policies and Procedures, the School Safety Plan, the Complaint Policy, the Discipline Policy, the Family Life Guide, and the Personnel Handbook. After discussion, on motion to approve the Financial Policies and Procedures, the School Safety Plan, the Complaint Policy, the Discipline Policy, the Family Life Guide, and the Personnel Handbook was seconded and carried, all were in favor.

IX. **Corporate Goals Fiscal Year 2024**

A. Ms. Karaffa described the Board's historical practice of approving annual corporate goals as part of the School's strategic plan and that meet and exceed the requirements prescribed under New York State Not-for-Profit Law, the Charter Revitalization Act and the education laws, as well as the ten benchmarks within the framework for charter approval developed by the New York State Department of Education and Board of Regents.

B. Mr. Chaudhry presented the three major strategic pillars of Replicable Model, Talent Development, and Time on Task and relevant sub-goals for each department that intersect and advance of the three pillars

C. Mr. Molloy reported on the goals of the Academic department, which include specific targets to enhance accountability and monitoring within the organization including through conducting teacher evaluations three times a year and providing students with progress reports six times a year.

D. Mr. Thomas reported on the Student Services department goals that include reducing chronic absenteeism, ensuring that the School maintains a 90% school-wide daily student attendance rate, increased caregiver engagement in school-led activities and events, further developing a robust student council, and twenty five percent of all students to participate in the Summer Bridge program,



and assignment of a staff mentor to every student in alignment with a charter key design element.

- E. The Board discussed the corporate goals and requested that management evaluate whether the Board should consider requesting a charter revision to increase our maximum student enrollment due to prior success of maintaining maximum enrollment in prior years. After discussion, on motion to approve the fiscal year 2024 corporate goals that was seconded and carried, all were in favor.

X. Committee Reports

A. Finance Committee:

- 1. Ms. Karaffa reported that the Finance Committee finalized its review of the fiscal year 2023 financial status and that the School ended the year with a surplus due to increases in revenue and reduction of expenses.. She further noted that following the Board’s approval to retain Kaizen Investments as the School’s investment manager, the Finance Committee and management effectuated the transfer of our investment account from Vanguard to Charles Schwab and also allocated disbursements into various funds and bonds in accordance with the approved investment strategy. Finally, Ms. Karaffa noted the Finance Committee will meet quarterly with the Kaizen to review the performance of our investment portfolio.
- 2. Ms. Karaffa reported that the fiscal year 2023 audit is presently underway, and that the Board will independently meet with the School’s independent auditors, PKF O’Conor Davies in the fall to review the results of the audit and the IRS Form 990, which is scheduled to be filed in November.

- B. **Executive Committee:** Ms. Karaffa reported that the Executive Committee is in the process of finalizing the annual board self-assessment and CEO evaluation process.

XI. **Public Comment:** No questions or comments were received.

XII. **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.



Northside Charter High School
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**Northside Charter High School
Board of Trustees Meeting Minutes
September 19th, 2023, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”)
Fahim Ahmed - Director of Technology
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student and Family Activities, via video conference
Anna Henebeng - Director of College of Readiness, via video conference
Marisa Proto - Director of Teaching and Learning, via video conference

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

- I. **September Consent Agenda:** The Board discussed the September 2023 consent agenda, which included: August 2023 Board Meeting Minutes and August 2023 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the September 2023 Consent Agenda that was seconded and carried, all were in favor.
- II. **Strategic Plan Report:** The CEO presented the School’s mission, vision, core values, and key design elements from the School’s charter. The management reported to the Board on progress toward the fiscal year 2024 strategic plan goals.
 - A. Mr. Thomas reported that the School is currently meeting its annual attendance goal of 90% daily attendance, and the team is working to develop strategies to increase daily attendance above our goal.
 - B. Mr. Ennin reported that the School’s Fiscal Year 2023 audit is underway. The team expects to present the draft audit and IRS Form 990 to the Board in October for review and approval.
- III. **Management Reports:**

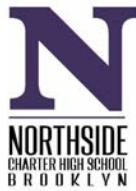


- A. Finance and Operations Department:** Mr. Ennin reported that the finance and operations team is working with vendors to make sure that the School's internet and other technology systems are functioning optimally.
- B. Talent Update and Professional Development:**
1. Mr. Molloy reported that the School has filled all of its teaching positions with qualified employees. Mr. Molloy reported that two-thirds of the new hires are teachers and the one-third are non-instructional staff members. Mr. Molloy explained that the new staff members start with an onboarding process that teaches them about the School's mission, culture, strategic plan, and performance expectations. The CAO department develops and implements employee development plans to ensure that new staff members are well supported and successful. The Board suggested that management consider implementing staff mentorship programs for new staff members to enable new employees to build relationships with longer tenured staff members and leverage their knowledge of the School's history, mission, and culture. Mr. Molloy indicated his department will develop a new employee mentorship program.
 2. Mr. Malloy also noted that the School has completed the first professional development program for staff prior to students returning to school that was focused on preparing staff to provide students with the support they need to succeed.
- C. Student Enrollment:** Mr. Thomas reported that the school currently has 432 students enrolled, including 99 students in the special education program (SPED) and 45 English language learners (ELL), and has students on the waitlist. Mr. Chaudhry described the executive team's efforts to track and analyze student applications and enrollment data. The Board and management discussed that the current and recent enrollment data and student academic success data indicate the School is capable of serving more students, and the Board requested that management continue to provide the Board with data for the Board to make a decision as to whether to request an increase in the maximum enrollment from the New York State Education Department and Board of Regents.
- D. Student Orientation:** Mr. Thomas reported that the School held two student orientations, one for new students and one for returning students. All caregivers received information about the School's graduation requirements. The CSSO department is working with the enrollment coordinator and manager to develop a better intake process that will help families understand what the school offers and how they can support their student's success.
- E. Student Programming and Graduation Requirements:**
1. Mr. Molloy discussed the specific requirements for the seniors, which include taking courses in English, math, science, social studies, and the arts. He also discussed the School's decision to require students to take



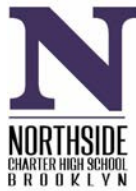
certain classes, such as a personal finance course and a civics course, which are designed to prepare students for life after high school. Mr. Thomas reported that the School's philosophy on senior class requirements is based on providing students a strong foundation in academic subjects, as well as providing opportunities to explore their interests and develop their skills.

2. Mr. Molloy noted the CAO department has been analyzing the impacts of programming for students during the Covid-19 pandemic on upper class students' subject mastery, particularly in science and math. The CAO Department is recommending that these students take five classes during their senior year, including at least one math and one science class, which exceeds the minimum requirement of four classes, but is necessary to ensure that these students are prepared for their post-secondary education. Mr. Molloy's proposal is aligned with the recommendations of the State University of New York (SUNY) and the City University of New York (CUNY), which both require students to take at least three years, and prefer four years, of math and science.
- F. **Regents Data:** Mr. Molloy reported the fiscal year 2023 Regents examinations data to the Board and noted that the School's natural pass rate for algebra has increased from 7.8% to 42.18%. Mr. Molloy explained that the School has submitted appeals for students who met the criteria for a waiver, and those appeals have been approved, which increased the School's total Regents pass rates. Mr. Molloy reported that the Covid-19 waiver no longer is applicable on the current classes.
- G. **Student Services Department:**
1. Mr. Thomas reported that the Student Services department is executing strategies to engage with the caregivers in meaningful ways including holding caregiver workshops, providing caregivers with resources and support, and creating opportunities for caregivers to get involved in the school community.
 2. Mr. Thomas reported on the success of the Summer Bridge program in reaching students and caregivers and preparing students for the school year by providing them with academic support, socio-emotional support, and opportunities to connect with their peers.
 3. **Relationship Mapping:** Mr. Thomas reported on the CSSO department's plan of relationship mapping, which will assign a staff mentor to each student as an advisor in alignment with one of the School's key design elements. This project is modeled after the Harvard project, Making Caring Common, and will begin in October. The goal of relationship mapping is to ensure that all the students have at least one caring adult in the school who can support them academically, socially, and emotionally.



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- H. **Director Report - Director of Teaching and Learning:** Ms. Proto presented a “walkthrough system” that she developed and is implementing, which is a proactive and non-evaluative tool for academic leadership. The walkthrough system provides teachers with brief observations of their classrooms and is used to gather data on student engagement, time on task, and teacher best practices. The goal of the program is to identify areas where the School can improve instruction, cultivate dialogue on teaching enhancements, share best practices among teachers, and foster greater student engagement.
- IV. **Committee Reports**
- A. **Finance Committee:** Mr. Alladin commended the management team for continuing to focus on maintaining maximum enrollment, which is a key driver of the School’s revenue. Mr. Alladin reported that the Finance Committee expects to receive the School’s draft financial audit and draft IRS Form 990 form by the end of October and that it will meet independently with the School’s independent auditor PKF O’Connor Davies to review such prior to approving these items.
- B. **Executive Committee:** Ms. Karaffa reported that the Executive Committee met with the CEO and discussed implementation of the strategic goals and plans to promote a data-driven and performance-based culture, as well as its focus on matters of culture for both staff, students, and caregivers.
- V. **Public Comment:** No questions or comments were received.
- VI. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
October 17th, 2023, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”)
Fahim Ahmed - Director of Technology
Mahmud Ennin - Chief Financial Officer (“CFO”)
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement, via video conference
Anna Henebeng - Director of College of Readiness

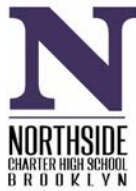
Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. **October Consent Agenda:** The Board discussed the October 2023 consent agenda, which included the September 2023 Board Meeting Minutes and September 2023 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the October 2023 Consent Agenda that was seconded and carried, all were in favor.
- II. **Strategic Plan Report:** The CEO presented the School’s mission, vision, core values, and key design elements from the School’s charter. The management reported to the Board on progress toward the fiscal year 2024 strategic plan goals, highlighting the Board’s goals are all progressing toward targets and milestones, the time on task goals for students are indicating improvements in student performance, recruit and retain the right talent goals are resulting in stronger employee engagement and more intentional and impactful employee performance, and replicable model are increasing operational efficiencies.
- III. **Management Reports:**
 - A. **Northwest Evaluation Association (NWEA) & Measures of Academic Progress (MAP):** Ms. Hennebeg reported that twenty one percent of students in



grades nine to twelve are on track for their grade levels in reading and indicated the opportunity to continue to help students achieve above the national averages. Ms. Hennebeng reported that sixteen percent of students are currently on track in mathematics for their grade level, noting a gap between their performance and the national average, that teachers observed that some students seemed less engaged and to not understand the importance of high achievement on these tests, and that she and other leaders are working with teachers to implement strategies to foster growth in this area throughout the rest of this year. Ms. Hennebeng highlighted that the ninth and tenth graders performed the best in reading and ninth graders outscored other grades in mathematics, which provides the correlation between increases in academic achievement and r participation in the Summer Bridge program. Ms. Hennebeng reported the NWEA exam will be administered in mid-December and in May, to track student growth throughout the year. Mr. Molloy further highlighted the significance of the NWEA exam as a baseline assessment and a tool for socializing results with students and understanding their academic progress. He emphasized the importance of fostering a culture at NCHS where students are actively involved and engaged in discussions about their performance and the data. The Board inquired about the expected performance of high-scoring eleventh and twelfth graders on the SAT. Mr. Molloy responded that it is difficult to make an accurate prediction without more data, but that high-scoring students on the NWEA exam are generally expected to perform well on the SAT. The Board inquired about strategies for engaging students' caregivers in the testing process and ensuring they understand its importance. Mr. Chaudhry acknowledged the management team's strategic goals for better communication with caregivers and expressed plans to establish a caregiver association to improve testing culture at the School noting a national trend of declining scores among older students and emphasized the importance of developing good test-taking skills.

- B. **SAT Testing:** Mr. Molloy discussed the upcoming College Board SAT exam for seniors highlighting that the SUNY application deadline is approaching and that students will receive their SAT scores on November 16th. He explained the concept of superscoring and noted that eleventh graders will have the opportunity to take the SAT in the spring. The leadership team acknowledged the lack of space for offering a PSAT due to building constraints and informed that eleventh graders will receive practice questions through their ELA and Math classes to prepare for the spring SAT. They further reported that ninth and tenth graders will also be taking the PSAT in the spring. Mr. Molloy indicated he will continue to monitor the societal trend of de-emphasis of standardized testing and whether it is presenting as a concern in NCHS's students and caregiver communities.
- C. **CAO Department:** Mr. Molloy reported that classroom observations are occurring this week and that night school is being expanded to provide students



with more opportunities to recover credits. He noted that the School has significantly increased the resources available for special education and MLL services. He highlighted the importance of meeting New York State's mandates for these students and acknowledged the efforts of the staff to implement relevant changes and increase resources.

- D. **Regents Data:** Mr. Molloy reported the Regents data and the process for ensuring that all eligible students receive waivers and appeals. He explained that the School has identified students who should have gotten a waiver and has begun the appeals process, which is reviewed by an appeals committee that reviews requests and determines eligibility. The Board asked about the distribution of special education services across grade levels. Mr. Molloy highlighted the importance of viewing special education services as a continuum and reported the number of students that receive special education services in each grade: 32 in twelfth grade, 28 in eleventh grade, 18 in tenth grade, and 24 in ninth grade. Mr. Molloy acknowledged that the distribution of services should ideally show a downward arc as students progress through the grades, indicating a reduction in the need for specialized support; however, he noted that it is circumstance and student dependent, which may not align to the expected trend.
- E. **Attendance/Enrollment:** Mr. Thomas presented the attendance dashboard and noted the transitioning process from using Scholarship to Jupiter system, which will track daily attendance rates and identify trends in tardiness and absences and enable the Student Services Department to team to make informed decisions about interventions and programming. He noted the long-term goal is to create a comprehensive dashboard that incorporates data on teacher performance, student performance, and attendance, which will be accomplished through the use of Power BI to integrate data from various tools and provide a centralized platform for analysis and decision-making. Mr. Thomas reported this holistic view will help plan effective interventions to support students' academic success.
- F. **Caregiver Engagement:** Mr. Thomas reported that the School collects sign-in sheets for caregivers who participate in events and activities and that they are determining methods to track caregiver engagement more consistently in order to identify families who may need additional support or outreach. They further noted that the School is also working to offer more virtual engagement opportunities for caregivers. Mr. Chaudhry reported that Ms. Blackman will be presenting about the plans for the Caregiver Association at the November Board meeting. Further, he reported that the School is also hosting an event this Thursday during Latino Heritage Month to engage more caregivers and encourage them to sign up for the Caregiver Association.
- G. **Annual Report Update:** Mr. Chaudhry reported the School submitted the last component of the fiscal year 2023 annual report to the New York State Department of Education in advance of the deadline. He highlighted key data



including 86% of economically disadvantaged students were retained, 86% of English Language Learners were retained, 82% of students with exceptionalities were retained, and the School's total enrollment number was 428.

H. Early Dismissal Policy Approval: Mr. Thomas described the purpose of the early dismissal policy is to reduce early dismissals due to the negative impact on student learning and ensure student safety. The policy requires caregivers to take steps to verify their identity and explain the reason for requesting an early dismissal for a student. After discussion, on motion to approve the Early Dismissal Policy was seconded and carried, all were in favor.

IV. Committee Reports

A. Education and Accountability Committee: Mr. Scott reported the Education and Accountability Committee met with school leadership last week to align on expectations regarding the data to be presented to the committee during its quarterly meetings. Mr. Scott also indicated that the committee encouraged management to present interim updates on student performance data and request special meetings when warranted and to drive focus on student performance throughout the year.

B. Finance Committee:

1. Mr. Aladdin reported that expenditures are down due to hiring and staffing changes.
2. Mr. Alladin also reported that the School's external auditor PKF O'Connor Davies is in the process of conducting the fiscal year 2023 and that the Finance Committee will meet with the independent auditors in executive session to review the financial statements and draft IRS form 990, which will be finalized, filed, and presented at the November Board meeting.
3. Mr. Alladin further reported that the School has retained Kaizen Financial Strategies to manage its investment account, which is currently outperforming the market. He noted the Finance Committee met with Mr. Iftikhar Ahmed in September to review the portfolio's performance and will meet with him on a quarterly basis.

C. Executive Committee: Ms. Karaffa reported that the Executive Committee met with the CEO to review the draft of the early dismissal policy and discussed implementation of the strategic goals and plans to promote a data-driven and performance-based culture, as well as its focus on matters of culture for employees, students, and caregivers. She noted that there has been positive momentum in the way that the CEO has been working with key members of the leadership team to create an organization that focuses on operational excellence and continuing to strive for achieving, setting and achieving higher goals.

V. Public Comment: No questions or comments were received.

VI. 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.



Northside Charter High School
424 Leonard Street
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**Northside Charter High School
Board of Trustees Meeting Minutes
December 19th, 2023, 11:30 am ET**

Present:

Kaley Childs Karaffa - Chair
Danielle Redmond - Trustee
Willie Scott - Trustee
Douglas Giles - Trustee
Rizwan Alladin - Trustee

Guest Present:

Muhammed Chaudhry - CEO
Matt Molloy - Interim Chief Academic Officer (“CAO”)
Dwight Thomas - Chief Student Services Officer (“CSSO”)
Fahim Ahmed - Director of Technology
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement
Anna Henebeng - Director of College of Readiness
Robert Smith - Director of Guidance and Strategy
Sheina McClendon - Director of Special Education
Marisa Proto - Director of Teaching and Learning
Kyshawn Pricher - Assistant Director of Student Experience and Safety
Anthony DeName - IT Support Analyst

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

- I. **December Consent Agenda:** The Board discussed the December 2023 consent agenda, which included the November 2023 Board Meeting Minutes, November 2023 Financial Reports, and November 2023 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the December 2023 Consent Agenda that was seconded and carried, all were in favor.

II. Management Reports:

- A. **Confidentiality Policy:** Mr. Chaudhry reported that management developed the Confidentiality Policy to reinforce staff awareness, requirements, and accountability for safeguarding student privacy and confidential student information. He noted that the policy dictates that employees may only share student information with the student’s legal guardians listed in the student



information system (SIS), unless documented exceptions or listed caregivers exist, along with any relevant body with legal jurisdiction to access such. The policy will be incorporated into the Personnel Handbook. TAAfter discussion, on motion to approve the Confidentiality Policy, was seconded and carried, all were in favor.

- B. Fundraising Strategy:** Mr. Chaudhry presented the Board with the fundraising strategy, which is premised on board engagement and reputation building that are the cornerstones of future diversification of funding sources. He highlighted that while individual contributions have been important, the strategy emphasizes balancing those efforts with securing government grants. After discussion, on motion to approve the Fundraising Strategy, was seconded and carried, all were in favor.

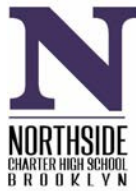
III. Committee Reports

A. Finance Committee:

1. Mr. Aladdin reported that the Finance Committee reviewed the November 2023 financial statements, which indicate the School expects to end the 2024 fiscal year with \$73,000 net income for the year, exceeding budget expectations based on revenue projections continuing to exceed the budget. He noted that certain expenses, particularly the teacher coverage expenses, have exceeded budget; therefore, the Finance Committee and management are conducting a deeper analysis and will report in January on optimization proposals to stay within budget.
2. Mr. Alladin also reported that there are proposed New York State funding changes for special education classification, which presents concern for the School. He reported that if these changes are implemented, they could reduce allocated funding for NCHS's special education programs. the Board discussed the impact and indicated the Board and management will remain committed to ensuring that students continue receiving the maximum benefit from essential special education services and will be proactive by pursuing strategies to influence government officials including submitting a comment letter and will work to secure alternative funding sources in the event the funding change is approved.

B. Executive Committee:

1. Mr. Chaudhry announced the appointment of Tony Dinh as the Interim Chief Financial Officer effective January 1, 2024. Mr. Dinh has been working with the organization for the past few months, supporting the finance team and demonstrating an aptitude for providing information effectively to diverse audiences. He notes the appointment reflects the organization's growing need for internal information dissemination and outreach.



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2. Ms. Karaffa reported that Mr. Scott's and Ms. Karaffa's three year terms expire in January 2024 and that they are eligible for renomination for another three year term on the Board. Mr. Giles noted that Ms. Karaffa and Mr. Scott have made significant contributions throughout their tenure on the Board and that the he recommends the Board renominate Ms. Karaffa and Mr. Scott each for a three year term.
 - a) Ms. Karaffa was rescued from discussion and vote for her nomination for another three-year term. Mr. Giles led the Board's discussion on Ms. Karaffa's nomination. After discussion, on motion to approve Kaley Karaffa for her three year term on the Board of Northside Charter High School, that was seconded and carried, all were in favor.
 - b) Mr. Willie Scott was rescued from discussion and vote for his nomination for another three-year term. Ms. Karaffa led the Board's discussion on Mr. Scott's nomination. After discussion, on motion to approve Willie Scott for three year term on the Board of Northside Charter High School, that was seconded and carried, all were in favor.

IV. **Public Comment:** No questions were received.

V. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
January 23rd, 2024, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Fahim Ahmed - Director of Technology, via video conference
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Anna Henebeng - Director of College of Readiness, via video conference
Robert Smith - Director of Guidance and Strategy, via video conference
Sheina McClendon - Director of Special Education, via video conference
Fi - Guest, via video conference [Note: the guest did not provide their full name].

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

- I. **January Consent Agenda:** The Board discussed the January 2024 consent agenda, which included the December 2023 Board Meeting Minutes, December 2023 Financial Reports, and December 2023 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the January 2024 Consent Agenda that was seconded and carried, all were in favor.
- II. **Parent Complaint-Executive Session:** Ms. Karaffa noted that, following the December 2023 Board meeting, a complaint was received from a parent. In accordance with the School’s bylaws, the Board met in Executive Session to discuss the complaint and Board's investigation and potential resolution. The Board reconvened in the open Session after twenty eight minutes. Following a thorough review of all information and documentation related to a caregiver complaint, the Board unanimously determined that no violations of school, charter, or state/federal policies occurred. Based on this finding, the Board then voted on a resolution directing management to:



- A. Maintain open communication and engagement: Ensure the caregiver's concerns are fully addressed, the student's needs are met, and regular communication is established.
 - B. Foster a culture of compliance: Cultivate adherence to all special education requirements within the school.
 - C. Enhance communication and relationships: Implement measures for staff to be responsive and actively engage with caregivers.
 - D. Guarantee confidentiality: Ensure all staff comply with the Board's established policy regarding student and staff information.
 - E. Report to the Board at the February 2024 Board Meeting regarding interaction and engagement with the parent.
 - F. After discussion, on motion to approve the resolution regarding caregiver complaint was seconded and carried, all were in favor.
- III. NYSED Information Request:** Ms. Karaffa reported that the Board received an inquiry from the New York State Education Department (NYSED) in June 2023 regarding their process for hiring Mr. Chaudhry as CEO. The Board submitted comprehensive documentation in June, as well as in response to two subsequent requests in October and December 2023. The Board worked with legal counsel to respond to the inquiries and provided the requested materials from the December 2023 inquiry by the January 12th, 2024 deadline. The Board has not received any further communication from NYSED in relation to this matter since then..
- IV. NYSED Charter Revision Hearing:** Ms. Karaffa reported that in November 2023, the Board approved an increase to the student enrollment to 450 students and submitted a material charter revision request to NYSED. She noted the School received the notification from NYSED that they will be scheduling a public hearing, which will gather public input on the enrollment increase. The Board expects the hearing will occur within 1-2 months.
- V. Management Reports:**
- A. Director Report: SpED Department:** Ms. McClendon reported that the Northside Charter High School's Special Education Department accounts for over 1/4 (27%) of the School's population of students. She noted the departmental goals include: Increasing the number of students with disabilities meeting or exceeding grade-level expectations. Enhancing students' social skills through targeted support. Fostering inclusivity through professional development for all staff (special education, general education, and non-instructional) to promote understanding and support for student needs. Strengthening communication and collaboration between different departments, staff members, and caregivers to ensure seamless student support. Improving the transition plan for students with Individualized Education Plans (IEPs) to prepare them for success beyond high school. This involves collaboration with the college department, school counselors, and other relevant personnel.



B. NWEA December 2023 Test Result: Mr. Molloy reported that the Regents week commenced today at Northside Charter High School, and the first day was well organized, provided clear communication to students on testing requirements, and that attendance was monitored, and outreach efforts were made to ensure every student was well apprised of their schedule.

VI. Committee Reports

A. Education and Accountability Committee: Mr. Chaudhry and Mr. Scott reported that during the Education and Accountability Committee meeting, the latest NWEA testing data was reviewed. They noted significant progress was observed in math, with a 5-percentile point increase, and that there is a need for further development in reading (ELA) as indicated by flatlining ELA scores.. They anticipate gaining further insights after analyzing the upcoming ELA Regents data, expected soon, alongside the existing NWEA results. This combined analysis will provide a more comprehensive understanding of student performance and guide future curriculum decisions.

B. Finance Committee:

1. Mr. Aladdin reported a positive fiscal outlook despite exceeding budget due to necessary staff and substitute service expenses. NCHS currently projects a positive surplus of \$8,000, which is driven from necessary staff hiring, improved substitute services, and additional grants. While expenditures are expected to increase in the fourth quarter, proactive spending management and successful grant acquisition will ensure the School remains financially healthy.
2. Mr. Aladdin reported that a new system is in place to accurately track and accrue grant revenue monthly, addressing concerns raised in the audit. The management team is also working on implementing a five day month end close process, improving financial transparency and efficiency.
3. Mr. Aladdin reported that the potential changes in state funding for special education could impact future revenue. The Board and management team are actively communicating NCHS's needs to secure maximum funding for its special education students. Further policy and support are being explored to ensure adequate services for these students.

C. Executive Committee: Mr. Alladin reported the executive committee reviewed midyear staff performance processes as well as discussed the parent complaint in depth with the management team to improve the communication process between school staff and caregivers.

VII. Public Comment: No questions were received.

VIII. 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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
February 20th, 2024, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Marisa Proto - Director of Teaching and Learning, via video conference
FireF - Guest, via video conference [Note: the guest did not provide their full name]

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

- I. **February Consent Agenda:** The Board discussed the February 2024 consent agenda, which included the January 2024 Board Meeting Minutes, January 2024 Financial Reports, and January 2024 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the February 2024 Consent Agenda that was seconded and carried, all were in favor.

II. Management Report:

A. CAO Department:

1. **Talent Development Update:** Mr. Molloy reported on teacher certification, specifically noting that thirteen teachers are certified, three have expired certifications, and two are not certified (after hiring and waivers). Mr. Molloy reported the leadership team is developing individualized plans for each teacher and exploring partnerships with institutions to provide necessary licensing, workshops, and longer-term certification programs in order to enable the School to meet New York State's minimum certification requirements. He additionally noted the challenges in delays in reporting of teacher certifications between the New York State system and the School's systems.



2. Mr. Molloy reported the second semester of the year has commenced and his department is focused on increasing teacher certification support and expanding credit recovery opportunities for students. He noted there will be more frequent teacher observations throughout the semester.
3. Mr. Malloy reported the number of students who completed assignments during the winter break, that five night school classes are being launched to address students' graduation credit needs, and that two new health classes during the school day provide further graduation credit possibilities for students.

B. CSSO Department:

1. **Diversity, Equity, Integrity Report:** Mr. Thomas reported that a Diversity, Equity and Inclusion (DEI) audit is underway, which is based on the board approved Inclusion, Diversity, Equity, and Anti-racism Policy and initially focused on staff DE&I measures. Mr. Thomas reported that an initial staff professional development session focused on intersectionality was held and well-received by staff. He presented data that indicates a positive increase in understanding and confidence with the concept, although other data indicate an opportunity to enable staff to develop tools to discuss DEI effectively along with improving students' sense of belonging. Mr. Thomas reported the next steps include a workshop on developing shared DEI language and a deeper student audit to assess their perspectives. The goal is to establish a multi-year DEI strategy by the end of the year.
2. Mr. Thomas also reported that the caregiver association meetings are ongoing and receiving increased participation. He noted the next meeting will offer an opportunity for caregivers to meet with the CEO.
3. He reported that his department is leading efforts to address chronic student absenteeism through a dedicated weekly attendance committee.
4. Mr. Thomas reported the School's current enrollment is above the maximum charter enrollment of 420 students.

- C. CFO Department:** Mr. Chaudhry reported that Mr. Dinh presented the January financial reports and the School's financial health with the Board's Finance Committee. He reported that management is developing the fiscal year 2025 budget and determining measures to further enhance the School's financial policies and procedures. He noted that management is working with ADP to streamline personnel related operations. Mr. Chaudhry reported the CFO and finance department is now operating to achieve a 5-day post month's end financial closing cycle.

- III. January Regents Exams:** Mr. Molloy presented data from the January Regents exams with comparative data from the January 2023 Regents exams and noted that students who typically take the Regents exams at this time in the year face greater challenges. He



reported how the School is using the January Regents exams to identify areas where students need additional support in order to be prepared for the June exams. In discussing college readiness benchmarks, Mr. Molloy noted that CUNY and SUNY set a minimum score of 65 on the Regents exams and that the School is evaluating scores to determine how many students achieved a score of 75 or above, which is an indicator of post-secondary readiness.

IV. Parent Complaint Resolution: Ms. Karaffa noted that, following the December 2023 Board meeting, a complaint was received from a parent. In accordance with the School's bylaws and complaint policy, the Board met in Executive Session at the January Board meeting to discuss the complaint and Board's investigation and potential resolution. Following the Board's investigation and resolution efforts by management, the Board issued the resolution letter to the parent closing the complaint. Ms. Karaffa indicated the Board has directed management to continue to report its interactions with the parent to ensure the student's needs are being met.

V. Public Hearing for Charter Renewal- Student Enrollment Number Increase to 450- Update: Ms. Karaffa reported the School's public hearing regarding the Board approved enrollment increase to 450 students was held by the Department of Education on February 13, 2024, and that representatives from the Board and management were present. She indicated the material charter revision request will next be reviewed by the New York State Board of Regents for their approval.

VI. Committee Reports

A. Board Development Committee: Ms. Karaffa reported the Committee discussed board succession planning and noted its current stability and diverse representation in terms of skills and experience. To further strengthen the Board, the Board is looking to recruit a new member with expertise and experience that complements the existing board members. The Committee will lead this ongoing effort throughout the year.

B. Finance Committee: Mr. Alladin reported that the committee met last week to review the school's financial health and that the School is projected to have a positive net income of approximately \$80,000, despite additional expenses due to staff departures and hiring. Mr. Alladin noted the CFO will be working with department heads on the budget planning process before meeting with the Finance Committee for the preliminary budget review in advance of the Board's approval of the fiscal year 2025 budget in June 2024. He finally noted the Finance Committee also confirmed compliance with all state billing regulations.

C. Executive Committee: Ms. Karaffa reported that the Executive Committee discussed talent matters, including teacher certifications (addressed earlier by Mr. Molloy), employee culture, staff development, and recruitment/retention efforts with the CEO. Finally, the committee is facilitating the mid-year CEO evaluation process, which includes a CEO self-evaluation, Board member evaluation, and



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feedback from the CEO's direct reports in alignment with the Board approved process and past practice.

- VII. **Public Comment:** No questions were received.
- VIII. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
March 19th, 2024, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Fahim Ahmed - Director of Technology, via video conference
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Anna Henebeng - Director of College of Readiness, via video conference
Marisa Proto - Director of Teaching and Learning, via video conference
Robert Smith - Director of Guidance and Strategy, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement
Kevin Mora - Teacher

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

I. **March Consent Agenda:** The Board discussed the March 2024 consent agenda, which included the February 2024 Board Meeting Minutes, February 2024 Financial Reports, and February 2024 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the March 2024 Consent Agenda that was seconded and carried, all were in favor.

II. Management Reports:

A. Post-Secondary Readiness:

1. Graduation Requirements:

a) Mr. Molloy reported on Northside’s approach to measuring graduation readiness, which is aligned to New York State requirements. Northside is actively building its foreign language program to better support students pursuing this advanced diploma. Another metric is performance on Regents Exams. Passing the core exams is mandatory for graduation, while achieving higher scores unlocks the benefits of the Advanced Regents Diploma. Regular



progress monitoring through credit accumulation ensures students stay on track, while the Regents Exams serve as a final assessment of their mastery. Northside reported strong results in college applications, with a high application rate and a significant number of scholarship offers and early acceptances. These achievements not only reflect individual student success but also contribute to a positive school culture that motivates future cohorts.

- b) Mr. Molloy reported on the School's five credit recovery opportunities for students to date during this school year, which currently includes night school through which nearly 40 credits were recovered for graduating seniors, meaning approximately 25% of those students now meet graduation requirements.
 - c) Mr. Thomas reported on efforts to strengthen caregiver engagement through improved communication. He noted the School launched a new survey to gather feedback directly from caregivers regarding communication strategies in addition to gathering initial feedback through caregiver conferences taking place this week.
 - d) Mr. Thomas reported Ms. Blackman's successful leadership of the summer bridge program, which received positive feedback from staff, students, and caregivers. He noted that incoming freshmen have already been informed about the mandatory summer bridge program attendance requirement, which is intended to foster student relationships and provide an earlier academic touchpoint. Mr. Chaudhry indicated that the Bloomberg grant approval is expected on April 12, 2024.
2. **Postsecondary Pathway Planning for Students with IEP:** Mr. Chaudhry reported Robert Smith, Director of Guidance and Strategy, and Melissa Rivera, School Counselor, attended a workshop on supporting students with special needs transitioning through high school and that they are using this information to inform the post-secondary preparedness plans for the School's students with IEPs. He noted the workshop materials are included in the Board meeting materials.
3. **College Admissions Data:**
- a) Mr. Molloy reported that the School has a high college application rate with 1,110 submissions representing 82% of the senior class. He highlighted individual students' achievements including, a Posse Scholarship winner, numerous small scholarships awarded, and nine students who received on-the-spot acceptances to St. Francis College, which he noted reflects a strong college-going culture at Northside.



- b) Ms. Henebeng reported that the Instant Decision Day held with St. Francis College resulted in ten acceptance of the eleven students who met with St. Francis College's admissions staff. She noted this event provided valuable exposure to the college application process for both juniors and seniors and that the partnership with St. Francis College is successful and growing.

B. Talent Retention and Recruitment:

1. Mr. Molloy reported that all teachers now have accounts in the certification portal and have either submitted payment or inquired about the process. He reported relevant employees have a clear understanding of certification status and requirements and are making progress to obtain certification through support and oversight of leaders in the Academic Department. The Charter Center is providing guidance and expects to deliver an initial review by March 22, 2024. The Board acknowledged the importance of clearly establishing expectations for teacher certification and ongoing communication and support provided by leadership to ensure the School meets NYSED teacher certification requirements. Additionally, the Board discussed its prioritization of fostering a culture of professional development and growth that cultivates long-term, high-quality educators who can contribute to the School's mission. The Board requested that management provide transparency regarding certification requirements during the hiring process, along with the development of a support system for teachers pursuing certification, including regular progress checks and open communication channels.
 2. Mr. Malloy reported that teacher evaluations are ongoing and will be used to inform employee retention decisions and employee development plans. Mr. Molloy further noted that leadership has begun recruiting teachers to prepare for potential class expansion and vacancies. He noted the leadership team's goal is to maintain a pool of qualified candidates and foster connections by inviting them to upcoming school events. The Board inquired about retention and open positions within Student Services and Finance and Operations Departments, and Mr. Chaudhry reported a significant improvement in stability and high retention within these departments. Mr. Thomas noted there are no vacancies in the Student Services Department, and staff have stated their desire to remain with the School.
- C. Cybersecurity Report:** Mr. Ahmed reported on cybersecurity measures following a recent K-12 cybersecurity conference. The K-12 Cybersecurity Framework is being used as a guide, with existing security protocols including network monitoring, endpoint security tools, and regular website backups. A cybersecurity training program with testing and phishing simulations is planned



for staff starting in April. Cyber liability insurance is in place and will be reviewed for renewal. Data security improvements include limiting privileged accounts, managing departing employee access, and restricting data deletion from school drives. A potential cybersecurity grant is being explored to further enhance security infrastructure.

1. The Board raised a concern about the lack of a cybersecurity awareness training program for students. While staff training is being addressed, the Board emphasized the importance of equipping students with these skills for their future careers. Mr. Ahmed acknowledged the gap and expressed his intent to develop a plan for students alongside the staff training program. The Board also inquired about the mandatory aspects of cybersecurity compliance. Mr. Ahmed confirmed that the K-12 Cybersecurity Framework serves as the mandatory guideline but there's no set deadline for implementation. An initial assessment by New York City for data security is expected by mid-year. While there are infrastructure costs associated with implementing the framework, Mr. Ahmed mentioned a potential cybersecurity grant that the school could qualify for based on a past data security incident.

III. NYSED CEO Inquiry Update: Ms. Karaffa reported the Board received communication from Dr. Long, Director of the Charter School Office with the New York State Education Department, dated March 4, 2024, that confirms the Board's practices for hiring the CEO and adhering to conflict of interest policies have met NYSED requirements and that this inquiry is now considered closed by the New York State Education Department.

IV. Committee Reports

A. Finance Committee:

1. Mr. Dinh reported that the proposed funding changes for special education have been postponed by NYSED to the 2024-2025 school year. He indicated consistency in funding will enable the School to keep fully funded special education programs and supports in alignment with those currently provided.
2. Mr. Alladin reported the School maintains strong financial health and that management obtained additional funding sources that increase the projected revenue by \$400,000, which when coupled with higher than budgeted staff expenses, will result in an expected \$100,000 annual surplus.
3. The Board discussed the 2024 fiscal year audit plan and instructed management to develop a proposed audit plan and timeline with the School's independent auditors to be approved by the Board.
4. The Board discussed School's United Healthcare Oxford health plan costs and coverage details, specifically indicating that based on



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recommendations from management, the plan coverage will remain the same as previously approved by the Board with the School covering 85% of the health plan fees. Mr. Dinh noted cost to the School will be approximately \$47,000 more than the fiscal year 2024 budgeted amount due to increase in costs from United Healthcare Oxford. Mr. Dinh reported the School met the deadline for plan renewal and that the open enrollment period will begin during the week of March 25, 2024.

- B. **Executive Committee:** Ms. Karaffa reported that the Executive Committee met and discussed the CEO's mid-year evaluation. She noted the feedback from board members and the CEO's direct reports were aggregated and anonymized to encourage honest feedback. The CEO and Board Chair met to discuss the feedback and areas for improvement.
- V. **Public Comment:**
- A. A guest asked about potential cut to the Special Education Department budget. Ms. Karaffa clarified that the Board and management are still in the process of developing the budget and no cuts have been finalized. She emphasized the Board's commitment to meeting the needs of all students, especially those with special education needs.
- VI. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
April 17th, 2024, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Matt Molloy - Interim Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Fahim Ahmed - Director of Technology, via video conference
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Anna Salisbury - Teacher, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement
Maria Ortega - Consultant, via video conference

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

- I. **April Consent Agenda:** The Board discussed the April 2024 consent agenda, which included the March 2024 Board Meeting Minutes, March 2024 Financial Reports, and March 2024 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the April 2024 Board Meeting Agenda and Consent Agenda that was seconded and carried, all were in favor.

II. Management Reports:

A. Key Organizational Updates:

1. **CAO Department:** Mr. Molloy reported that 9 teachers have submitted documentation to obtain their teacher certifications and are awaiting New York State Education Department’s response. He noted the management team is working to address certification challenges for other staff that include degree requirements.
2. **CSSO Department:** Mr. Thomas reported that the Student Services team has been working with families and students to address chronic absenteeism. He noted the Student Service team also met with the Caregiver Association to develop a stronger communication strategy based on caregiver feedback. Finally, the school held a successful in-person



lottery event with a student panel to attract new families and ensure they meet enrollment benchmarks for the upcoming year.

3. **CFO Department:** Mr. Dinh reported the Finance and Operations Department has made significant progress in strengthening the School's financial controls, has reduced the monthly financial close to 4 business days, and that an internal audit of all accounts is expected to be completed by the end of the month with the findings presented to the Finance Committee.

B. Graduation Credits Report:

1. Mr. Malloy reported the academic team is focused on credit accumulation for students and graduation requirements to promote high graduation rates for seniors and enable younger students to have a clear academic plan toward graduation, expanded testing strategy with preparatory exams, regular review of progress reports with students and their caregivers, and dedicated supports from teaching staff and guidance counselors. He reported management established a Graduation Task Force led by Ms. Ortega has identified seniors who require additional credits and/or Regents exams and is developing a personalized plan of support to enable these students to graduate. Ms. Ortega reported letters were mailed to 81 caregivers of seniors who are failing one or more classes but who are still eligible for graduation if they pass the remaining courses, which is being supported through extra credit opportunities. She indicated that 66 students are projected to graduate, 26 students can graduate in June if they pass required courses and Regents exams, and 13 additional students can graduate in August if they meet graduation requirements in the summer. She noted there are 17 students who may require an extra year of instruction to meet graduation requirements, and the Graduation Task Force is working closely with the families of 3 students to determine their best educational outcomes.
2. Mr. Thomas reported that the School cohorts students by age/year enrolled in school, which can lead to credit deficiencies for some seniors. He noted that to improve transparency, management is evaluating a credit-based cohort system, which may ensure students and caregivers have a clearer picture of the student's academic progress throughout their high school career. Mr. Thomas indicated that management will bring a formal proposal to the Board on how the School could transition to a credit-based cohort system, which would include an analysis of benefits and communication plan to inform staff, students, and caregivers of the cohort classification change.

- C. Cyber Security Policy Draft Update:** Mr. Ahmed reported that the draft Cyber Security Policy and related Disaster Recovery Plan have been shared with the



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School's outside counsel for review before being presented to the Board for approval. He noted the policies compromise three parts: cyber security best practices for students and staff, disaster recovery plan, and implementation strategies. Mr. Ahmed reported the School utilizes vendors that monitor the School's network 24/7 to detect potential cyber security breaches and that in the event of an incident, compromised devices will be locked down and passwords reset, that the vendor's two-layer security system will help isolate and contain the threat, and that incidents will be reported to the FBI's Internet Crime Complaint Center (IC3) for investigation and guidance. The Board inquired about the School's cybersecurity insurance, and Mr. Chaudhry and Mr. Ahmed reported the School has insurance to cover potential losses from cyberattacks.

III. Committee Reports

A. Finance Committee:

1. Mr. Dinh reported the proposed budget for fiscal year 2025 is in development by management with oversight from the Finance Committee, and the finalized draft budget for fiscal year 2025 will be presented to the Board for approval in June. He indicated he and the CEO are working on improving budget transparency for department leaders for budget development and execution supported by new procedures for expenditures.
2. Mr. Dinh reported his work with the School's independent auditors to establish a clear timeline for the budget process to ensure its timely completion and that management will begin submitting documents to the auditors in May. Mr. Aladdin noted the fiscal year 2024 audit plan is predicated on Board approval in October of the audited financial statements and IRS Form 990 to enable submission by the November 1 deadline.
3. Mr. Alladin reported that the School remains financially healthy with a projected net income of \$66,000 and that the Finance Committee reviewed the School's April 2024 financial reports in detail.
4. Mr. Alladin and Mr. Dinh indicated management will be proposing a capitalization threshold increase from \$1,000 to \$5,000, aligning with industry standards and based on recommendations from the School's independent auditor. The Board discussed this potential change and determined it will evaluate it and slate this policy change for Board vote in June 2024.



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- B. **Executive Committee:** Ms. Karaffa reported that the Executive Committee discussed leadership development and succession planning. They focused on aligning the executive team overseeing the three departments (Academics, Student Services, and Finance & Operations) to ensure strong leadership and execution of the Board approved strategy and promotion of NCHS's mission.
- IV. **Public Comment:** No comments were provided or questions asked.
- V. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
May 21st, 2024, 6:00 pm ET**

Present:

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

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Rahul Patel - Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Fahim Ahmed - Director of Technology, via video conference
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement
Maria Ortega - Consultant, via video conference

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

- I. **May Consent Agenda:** The Board discussed the May 2024 consent agenda, which included the April 2024 Board Meeting Minutes, April 2024 Financial Reports, and April 2024 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the May 2024 Board Meeting Agenda and Consent Agenda that was seconded and carried, all were in favor.

II. Management Reports:

- A. **Key Organizational Updates:** Mr. Chaudhry reported Mr. Malloy’s last day as interim Chief Academic Officer is April 17, 2024, and expressed gratitude to Matt Molloy for his service; Mr. Chaudhry noted that Mr. Malloy would provide support with the transition to the School’s new Chief Academic Officer. He then welcomed Rahul Patel as the new chief academic officer, highlighting his extensive experience in education, particularly with the New York Department of Education and various educational ventures, including work in the department’s innovation lab. The Board emphasized that while the board directly is only responsible for hiring chief executive officers, they provided guidance and advice during this process. They also mentioned their participation in the interview process and expressed excitement about Mr. Patel joining the organization following his previous consulting work with the school.



1. Mr. Patel provided a comprehensive overview of his initial activities. Mr. Patel also discussed recent initiatives such as hosting the New York State Education Department liaison and implementing a system to support students in attending Knight school to ensure timely graduation. Additionally, he highlighted partnerships with organizations like Teachers College for teacher recruitment and the New York City retirement system to provide pension benefits for Northside teachers. Looking ahead, Patel outlined plans for staff retention, certification support, summer school, and scheduling for the upcoming academic year, emphasizing data-driven decision-making and aggressive hiring targets to fill vacancies before July 1st.

III. **Graduation Credits Update:**

- A. Mr. Patel highlighted struggles with student attendance and parental involvement, alongside the meticulous work of the guidance team, spearheaded by Robert Smith, in rectifying inaccuracies in data records. Addressing early confusion regarding regents waivers, he commended the guidance team's dedication to resolving such issues. Mr. Patel celebrated achievements including the assignment of 94 core credits to seniors, facilitating timely graduation for many. He emphasized the importance of engaging with families, navigating difficult conversations to ensure clarity on student expectations and support mechanisms. Notably, Mr. Patel expressed pride in the institution's improved graduation rate, attributing this progress to the collaborative efforts of the graduation task force. Additionally, he outlined key initiatives introduced throughout the year, such as Knight school, early regents prep, and expanded summer school offerings.
- B. Mr. Smith shedding light on concerning trends and promising developments within the student body. He highlighted a 13% decrease in senior attendance during the second semester, contributing to a 43% fail rate among seniors, partly attributed to senioritis. Mr. Smith outlined efforts to support chronically absent students and address regents exam requirements, with 14 students currently at risk of not graduating, though plans are in place to assist them. On a positive note, he reported a 7% increase in overall graduation rates since December, attributing this progress to comprehensive efforts by the guidance department, Covid Appeals task force, and initiatives such as the incomplete grade initiative and night school. Smith also provided insights into the challenges faced by other grade levels, emphasizing the unprecedented involvement of non-senior students in intervention programs like regents prep and night school. The presentation included detailed breakdowns of performance metrics and graduation rates, underscoring the complexity of the academic landscape at Northside.
- C. Mr. Thomas provided an insightful overview of the comprehensive support services offered by the guidance and student support teams at the school. He highlighted targeted outreach efforts led by Maria Hernandez and Maria Ortega to



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engage with students and families, utilizing methods such as phone calls and certified mail to ensure effective communication. Mr. Thomas emphasized the importance of the attendance committee's bi-weekly meetings, particularly focusing on students facing chronic absenteeism and addressing concerns such as students living outside New York City or being over-credited. He underscored the commitment to thorough data analysis to ensure accurate classification of students and informed decision-making regarding graduation dates. Mr. Thomas also discussed ongoing initiatives to support students with special education needs, including an audit for compliance and tailored support services. Lastly, he reiterated the dedication to transparency and clarity in communicating students' graduation progress to parents, ensuring consistency and understanding through regular updates in Jupiter. Mr. Thomas recognized that there is a subgroup of students with Individualized Education Programs (IEPs) alongside those without. He elaborated on the tailored instructional strategies being developed for students with IEPs, emphasizing the ongoing efforts to refine and implement a Multi-Tier Systems of Support (MTSS) framework for the upcoming academic year. Mr. Thomas underscored the importance of using data to identify and address needs promptly, ensuring that all students receive appropriate support and instruction. He emphasized the holistic approach taken towards student attendance and instruction, acknowledging the diverse needs of the student body and the commitment to addressing them comprehensively.

- D.** Mr. Smith reported on the challenge posed by the conclusion of the Covid waiver for the current junior class. He observed that while seniors benefited from waived regents exams, future grades were required to sit for them, leading to a notable impact on learning and academic performance. Mr. Smith highlighted a trend of learning loss evident in students' grades and credit accumulation, as they prioritize remedial regents prep courses over advancing to more challenging content. This shift in focus has implications for academic progression, as students prioritize meeting exam requirements over broader educational growth. Smith's update underscores the ongoing impact of the pandemic on education and the importance of implementing strategic interventions to address learning disruptions.
- E.** Mr. Smith reported that each junior student will receive a letter this week outlining the specific regents exams required for graduation next year and confirming their registration for the upcoming June exams. Mr. Smith explained that the higher-than-usual number of eleventh graders registered for exams reflects this proactive approach to ensure students are prepared for graduation. Additionally, he mentioned that this information has been communicated to students through certified mail and mail merge, ensuring clarity and accountability in the process.



- IV. 10 Year Graduation Data Review:** Mr. Patel reported on the challenges revealed by a decade of graduation data analysis, noting stagnation in attendance rates and significant learning loss due to the pandemic. Despite these hurdles, Mr. Patel emphasized Northside Charter High School's above-average graduation rates and enrollment stability compared to local schools. He acknowledged the need for a comprehensive, replicable plan focusing on graduation and college access, stressing the importance of a data-driven culture and proactive accountability systems. Mr. Patel outlined strategies to strengthen talent acquisition, retention, and academic focus, with an emphasis on professional development aligned with data-driven processes. He concluded by expressing confidence in Northside's team and commitment to ongoing improvement.
- V. Student Record Example:** Mr. Thomas provided an update on efforts to streamline student enrollment processes and ensure accurate record-keeping. Collaborating with the guidance and attendance teams, Mr. Thomas outlined the creation of a Standard Operating Procedure (SOP) to guide the intake and maintenance of student records. He shared a summary of the SOP's steps, highlighting its comprehensive approach from initial application to ongoing record management. Mr. Thomas noted that the SOP was developed in response to observed trends and aimed at enhancing compliance and facilitating informed decision-making. He emphasized the ongoing commitment to auditing existing records and ensuring completeness for all students, citing both compliance requirements and the need to tailor academic support appropriately. Thomas concluded by expressing openness to further improvement while affirming the effectiveness of the current SOP in enhancing enrollment processes.
- VI. New York State Education Department Matters:**
- A. Charter School Office Liaison Site Visit:** Mr. Thomas Dwight Thomas provided an overview of the recent visit of Brandy Marshall, NYSED liaison, involved in the charter renewal process for Northside. He explained that she conducted focus groups with representatives from each area of the school to gain a comprehensive understanding of Northside's operations and alignment with its charter. Thomas noted that she asked targeted questions to ensure alignment with the school's mission and vision, providing feedback on the action plan and identifying opportunities for improvement. Following the meetings, she met with the senior leadership team to share her observations and offer ongoing support for the charter renewal process. Thomas emphasized her availability as a resource for the team and underscored the importance of her insights in preparing for the renewal process.
1. Ms. Ortega noted a positive atmosphere from Brandy Marshall. She highlighted the impressiveness of Northside's 11 advanced placement classes and the interest expressed in the college readiness program. Ms. Ortega emphasized the collaborative nature of the meeting, viewing it as



an opportunity for reflection and discussion on moving forward. Overall, she conveyed a sense of optimism and cooperation in addressing the school's objectives and initiatives.

2. Mr. Patel shared additional insights from Brandy Marshall's visit, noting her emphasis on certification requirements and the need to recruit more students based on data analysis.

B. Status of Charter Revision: Enrollment Increase to 450 Students: Mr. Chaudhry explained that while Northside has an application in process, the timeline for approval remains uncertain. The Board mentioned that the memorandum from the New York State Education Department halting reviews of enrollment increases, particularly in the New York City area. Despite this, the management and leadership teams at Northside have demonstrated consistent efforts in student recruitment, surpassing the maximum charter enrollment of 420 students. The focus remains on serving the most students effectively, with anticipation of guidance from the State Education Department in the coming months. The Board's commitment to expanding enrollment to 420 students reflects their dedication to providing quality education to a broader student body.

VII. FY 2025 Budget Narrative: Mr. Dinh provided a concise overview of the budget narrative, highlighting key changes and areas of focus for the upcoming fiscal year. He emphasized the importance of accountability throughout the organization, with directors and leads being involved in the budget-setting process and held accountable for their budgets. Monthly meetings will be held to review actual spending against budgets, and performance evaluations will incorporate budget performance. Mr. Dinh outlined changes in assessing salary increases and bonus payouts, including the implementation of a performance evaluation tool within ADP for detailed assessment. Revenue increases are attributed to approved per-pupil funding and increased student enrollment, while expenses primarily stem from additional staffing and associated costs. Despite increased expenses, the net income projection remains flat year over year. Detailed budget iterations have been provided to the board, reflecting revenue changes and expense allocations.

VIII. Committee Reports

A. Finance Committee: Mr. Alladin provided an update on financial activities, particularly focusing on reconciliations overseen by the CFO in recent months. Adjustments were made based on guidelines from auditors and generally accepted practices, particularly concerning certain expense and capital items. Despite staff changes and adjustments, the management team ensured a positive net income, highlighting the financial security of the school's finances. Mr. Alladin emphasized the adherence to accepted principles in recognizing revenue,



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including the ESSER grant and investment income, reinforcing the positive cash impact and financial strength of the school. The board remains vigilant in its fiduciary role, overseeing the organization's financial well-being.

B. Executive Committee: Ms. Karaffa reported that the Executive Committee discussed the transition of the Chief Academic Officer, strategies for talent retention and recruitment to support organizational success, stakeholder outreach, particularly parent engagement, was emphasized as crucial for understanding perspectives and enhancing the school's appeal. The committee also delved into graduation data, ensuring alignment between the board, committees, and the executive team. With seasoned leaders and fresh perspectives, the organization is poised for impactful growth. The meeting was characterized by rich discussions and data presentations, reflecting the board's commitment to a data-oriented focus and strategic clarity. Gratitude was expressed to the CEO and staff for their dedication, with anticipation of celebratory conversations at the upcoming board meeting and graduation.

IX. **Public Comment:** No comments were provided or questions asked.

X. **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.



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**Northside Charter High School
Board of Trustees Meeting Minutes
June 24th, 2024, 5:30 pm ET**

Present:

Kaley Childs Karaffa - Chair, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee, via video conference

Excused:

Douglas Giles, Trustee
Willie Scott, Trustee

Guest Present:

Muhammed Chaudhry - CEO, via video conference
Rahul Patel - Chief Academic Officer (“CAO”), via video conference
Dwight Thomas - Chief Student Services Officer (“CSSO”), via video conference
Fahim Ahmed - Director of Technology, via video conference
Tony Dinh - Chief Financial Officer (“CFO”), via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Anna Henebeng - Director of College of Readiness, via video conference
Marisa Proto - Director of Teaching and Learning, via video conference
Robert Smith - Director of Guidance and Strategy, via video conference
Ashanti Blackman - Director of Student Life and Community Engagement

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 2024 agenda and consent agenda, which included the May 2024 Board Meeting Minutes, May 2024 Financial Reports, and May 2024 Strategic Plan Dashboard, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the June 2024 Consent Agenda that was seconded and carried, all were in favor.

II. Management Reports:

- A. **Talent Retention:** Mr. Patel reported there were 5 regrettable terminations and 9 non-regrettable terminations among teaching staff this year and successful retention of 30 teachers. Mr. Thomas reported a 93% retention rate (28 employees) of non-teaching staff, 1 regrettable termination and 7 non-regrettable terminations. , He noted that collectively, the School has an overall retention rate of 89% across both teaching and non-teaching staff.Mr. Chaudhry responded to a guest question on the definition of regrettable and non-regrettable termination and



explained non-regrettable terminations typically involve a mutual agreement between the employee and the School to end the employee's termination, and regrettable terminations occur when an employee resigns despite the School's desire to retain them.

- B. Graduation Update & SAT/ PSAT Data:** Mr. Patel provided an update on the students' SAT and PSAT data and phased efforts to enhance scores. He reported phase one focused on increasing math enrollment, though results were not immediately reflected in improved SAT and PSAT math scores. Phase two will be executed in fiscal year 2025 and involves implementing a Multi-Tiered System of Supports ("MTSS") block to bolster foundational math and reading skills. Phase three will target special student populations, ensuring they receive tailored MTSS support. Mr. Patel reported a current confirmed graduation rate of 65%, with 65 students confirmed and the potential for an additional 11 graduates pending results from Regents exams, and if all pass successfully, the graduation rate would increase in June. He reported the Academic Department is engaging in additional efforts including outreach to students needing credits or Regents exams to enable August graduation, which has the potential to increase the overall graduation rate of approximately 85%. Mr. Patel noted the Graduation Task Force, led by Maria Ortega, has played a pivotal role in these achievements by employing targeted interventions to support students' academic success. Mr. Thomas added that Robert Smith and the guidance team have been proactive in sending out letters to inform caregivers about their students' current credit status and grade classification for the upcoming year. He indicated this proactive communication ensures clarity and foundational planning and prevents any misunderstandings or miscommunications later on, setting a solid foundation for planning ahead. The Board responded to an anonymous question from a guest regarding when staff will receive SAT and PSAT data for individual students indicating the SAT and PSAT data is reported to the Board at public board meetings when it becomes available and that teachers and support staff should work with their managers to ensure they understand how to access such data. Mr. Patel also reported plans to enhance data literacy among staff and efforts to provide detailed breakdowns of SAT data by topic, enabling math and English teachers to use this information to inform their lesson planning.
- C. NYSED CSO School Year 2023-2024 Annual Report Update:** Mr. Dinh confirmed that management is working with Impact Charters (f/k/a PASEK Consulting) to prepare the School's annual report to NYSED, which include regular meetings with Impact Charters to manage progress in a timely fashion.
- D. Student Enrollment Increased to 450:** Ms. Malhi reported that Brandy Marshall, the School's NYSED Charter School Office Liaison, notified the School that NYSED made a policy change regarding maximum student enrollment changes, specifically slight changes to the maximum enrollment are no longer



considered material revisions and therefore go into effect upon approval by the Board of Trustees, and therefore, the School's maximum enrollment of 450 students is in effect based upon the Board's approval in November 2023. Mr. Chaudhry acknowledged the Student Services Department will have increased demands in order to maintain quality for a larger student body. He noted the department's efforts have focused on improving their educational model and addressing community interest, particularly in finding students who will be aligned with the School's mission and benefit from its offerings. He also noted the management team is working to prepare for facility accommodation and robust technology and data systems. The Board responded to an anonymous comment from a guest regarding the School's physical capacity to accommodate additional students and explained that as a New York City Department of Education building, the School receives space allocations based on specified ratios set by the Department of Education, and the management team has already begun the process to have the space allocations updated to meet the requirements for 450 students. Additionally, the Board noted it and management have planned the fiscal year 2025 budget based on 450 students, which includes increasing the number of employees and making relevant capital allocations to ensure compliance with student ratios, particularly those with Individualized Education Programs (IEPs). The Board emphasized Northside's commitment to remaining compliant with special education requirements and highlighted it as a key focus area under Dwight Thomas's leadership.

- E. FY 2025 Corporate Goals Approval:** Mr. Chaudhry provided an overview of the School's corporate goals, which include the establishment of standard operating procedures across all divisions to ensure replicability. He highlighted the three macro goals focused on building a replicable model and noted significant progress made over the past year in this regard, which will be continued in fiscal year 2025. Mr. Chaudhry also reported the organization will work on brand development and improve brand recognition and value proposition through clearer external communication. Mr. Chaudhry also reported on the fundraising goals and codification of roles and responsibilities to ensure clarity across departments.
1. Mr. Patel presented the Academic Department goals including increasing college readiness and persistence, enhancing data literacy as a key driver to improve academic outcomes for students, increasing Regents scores, meeting NYSED certification compliance of teaching staff, and utilizing summer school and summer bridge programs for students credit recovery and enrichment opportunities for high-performing students.
 2. Mr. Thomas presented the Student Services Department's goals, which include maintaining high student attendance rates, ensuring strong student satisfaction levels, maintaining maximum student enrollment, enhancing



caregiver engagement particularly through the newly launched Caregiver Association, increasing family outreach and involvement and tracking of such in the Jupiter system for data analysis, maintaining compliance with state and federal special education requirements, maximizing students' time in the classroom while minimizing out-of-classroom time, maintaining a lower suspension rate compared to the charter school district 14, and further enhancing the restorative approach to discipline.

3. Mr. Dinh reported the Finance and Operations Department goals include continuing strong financial health, further building technological and operational systems and policies, and enhancing financial literacy of leaders throughout the school that will extend financial understanding and accountability to directors and department heads under the supervision of the chief officers.

1. After discussion, on motion to approve the fiscal year 2025 corporate goals that was seconded and carried, all were in favor.

F. FY 2025 School Calendar Approval: Mr. Thomas described the key aspects of the fiscal year 2025 school calendar. He noted the academic year will start on August 26, 2024, and end on June 30, 2025, totaling 185 school days, which is 5 more days than the DOE calendar. This change aligns with the strategic plan pillar of increasing time on task for students to enhance mastery. Mr. Thomas also indicated all religious and cultural holidays match the NYC DOE calendar, which respects the diversity of students, caregivers, and employees. He also indicated management adjusted the calendar based on attendance trends, such as lower attendance around Thanksgiving, to maximize student attendance. He also indicated employees will begin asynchronous professional development on August 12, 2024, and in-person professional development on August 19, 2024. Finally, he reported the first week of school will include half-days to allow for targeted professional development in response to observed trends. Mr. Patel added that the School's day is slightly longer than that of New York DOE schools, which effectively provides an additional 15 to 20 days of instructional time for students. After discussion, on motion to approve the FY 2025 School Calendar was seconded and carried, all were in favor.

G. FY 2025 Budget Approval: Mr. Dinh explained that the management team worked with the Board's Finance Committee since February to develop the budget and align key allocations with the Board's budget priorities and based on maximum student enrollment of 450. He noted there is an increase in per pupil funding of about 3.5%, resulting in a 10% overall revenue increase for the fiscal year. Mr. Dinh indicated the budget development process emphasized accountability, involving a top-down and bottom-up approach with input from chief officers, directors, and department heads. Mr. Patel noted the budget also reflects that teachers are scheduled for five periods, offering flexibility and



extended time on task, including Knight school, summer school, and summer bridge programs, and enable the School to meet the 4+1 Regents exam requirements. Mr. Thomas highlighted structural changes, including the shift from grade-level leaders to grade-level deans working directly with directors to foster collaboration and ensure a replicable model, which aim to enhance caregiver engagement and maintain restorative practices. The counseling department will support this model by keeping staff and caregivers informed about student progress. Mr. Dinh concluded with updates on talent retention, including structured criteria for salaries and bonuses and aligning departments with their goals and improvements to the 403(b) plan and other potential benefits for employees. After discussion, on motion to approve the FY 2025 Budget that was seconded and carried, all were in favor.

- H. **FY 2025 Board and Committee Meeting Calendar:** Ms. Karaffa reported the Board will continue to hold its monthly board meetings on the third Tuesday of every month and board committee meetings will occur the week before. She noted the July 2024 board meeting will be held on the last Tuesday of the month to allow the management team to compile necessary data for the fiscal year 2024 annual review and collaborate with outside counsel and consultants on revisions to organizational policies. Ms. Karaffa highlighted that the detailed calendar includes anticipated topics for each meeting, but the Board in its sole discretion can adjust topics as needed to fulfill its governance responsibilities and may consider management's recommendations and requests for topics. All board meetings are open to the public and comply with New York State law. After discussion, on motion to approve the FY 2025 Board and Committee Meeting Calendar that was seconded and carried, all were in favor.
- I. **FY 2025 Board Officers and Committee Membership:** Ms. Karaffa reported the Board has continued to prioritize stability in its membership and the assignment of board members to the four board committees and board officer roles, which include chair, vice chair, secretary, and treasurer. Ms. Karaffa highlighted the Board's active and diligent engagement and members who demonstrate a high commitment to service and effective corporate governance. After discussion, on motion to approve the FY 2025 Board Officers and Committee chairs and membership that was seconded and carried, all were in favor.
1. The Board addressed an anonymous question from a guest regarding when community members and staff can join the Board. Ms. Karaffa explained that applications are accepted on an ongoing basis, and the Board evaluates applicants' qualifications against the requirements for board service. She noted the process is based upon a dedicated job description aligned with the requirements set forth in the School's bylaws, criminal background check, interview and approval by the Board of Trustees, and



approval by the New York State Education Department Board of Regents. Interested individuals can contact the Board to obtain the application and Trustee Recruitment Manual.

- J. **FY 2025 Organizational Chart:** Mr. Chaudhry presented the organizational chart highlighting the continuation of their unique three chief officer model, namely the Chief Academic Officer, Chief Student Services Officer, and Chief Financial and Operations Officer who report to the Chief Executive Officer. He noted changes including the co-leadership of the Special Education Department by the CSSO and CAO, with the head of SPED reporting directly to the CSSO, and , departmental leads for core subjects will report directly to the Chief Academic Officer, aiming to enhance clarity, accountability, and effectiveness in student achievement efforts. The Board indicated that these are minor changes and do not meet the classification of material charter revisions as defined by New York State Education Department regulations but will be presented to NYSED for informational purposes and transparency. After discussion, on motion to approve the FY 2025 Organizational chart that was seconded and carried, all were in favor.

1. The Board responded to an anonymous question from a guest regarding the announcement of employee salaries for fiscal year 2025 noting that the management's ability to inform employees of their salaries for fiscal year 2025 is contingent upon the Board's approval of the fiscal year 2025 budget, which was just approved in this meeting. Management will formally notify each employee of their salary, which is based upon evaluations of an employee's performance, responsibilities, qualifications, prior experience, and certifications, where applicable, and such decisions are within management's discretion.

III. Committee Reports

- A. **Finance Committee:** Mr. Alladin reported the the Finance Committee has overseen efforts by the CFOO to ensure accuracy in revenue and expense accruals and work with auditors to maintain compliance with financial policies and accounting procedures. He noted the School's anticipated net income for fiscal year 2024 has increased based upon prudent stewardship of financial resources. new revenue from grants and per pupil funding, efficient cash management and investment income. Mr. Dinh detailed the criteria for employee bonuses, which are structured based on performance metrics, attendance, and certifications, and to ensure fairness and reward alignment across the organization.

1. **403b Plan Audit Approval – Proposals: Mayhew:** Mr. Dinh presented information on the 403(b) plan audit that was triggered by exceeding 100 plan participants and presented three proposals for this audit in accordance with the School's financial policies and procedures. He indicated



management recommends Dorn Mayhew as the auditor for the 403b plan audit. After discussion, on motion to approve Dorn Mayhew as the auditor for 403b plan that was seconded and carried, all were in favor.

2. **FY 2025 Insurance Policy Renewal:** Mr. Dinh reported the renewal of the umbrella liability insurance policy, First Fidelity Brokerage, which remains with the same underwriter and program administrator and with virtually identical terms to the fiscal year 2024 policy. with the exception of an increase of less than 10% in the plan fee. After discussion, on motion to approve FY 2025 umbrella insurance policy renewal was seconded and carried, all were in favor.

B. Executive Committee:

1. Ms. Karaffa reported the executive committee met and discussed the annual CEO evaluation process, which will elicit feedback from board members, the CEO, the CEO's direct reports, and key staff members to provide the Board with a comprehensive understanding of the CEO's performance and leadership. Ms. Karaffa noted the evaluations must be completed by mid-July for discussion of the results with the CEO during the July Executive Committee meeting.
2. Ms. Karaffa also reported the board is conducting its annual self-evaluation to assess its own performance and the effectiveness of corporate governance practices, which will also be discussed at the July Executive Committee meeting.
3. Ms. Karaffa disclosed that the committee received an email from a staff member regarding their employment and indicated in accordance with the School's bylaws, the Board will direct the employee to directly contact the CEO and their immediate manager to address their concerns. Ms. Karaffa clarified that the Board does not make employment decisions for employees other than the CEO.

IV. Public Comment:

- A. A guest asked why all employees aren't involved in providing feedback to the CEO evaluation. The Board responded that a representative sample of employees are chosen to efficiently gather insights and underscored an open culture within the organization and highlighted the CEO's proactive engagement with employees through various forums.
- B. A guest asked about the potential impact if NYSED were to eliminate Regents exams as a graduation requirement. The Board acknowledged that while there is currently no indication that Regents exam requirements will be eliminated but noted the School uses multiple measures of academic achievement and post-secondary readiness.
- C. A guest asked about the School's strategies for retaining certified staff who may have better opportunities elsewhere in terms of benefits, pension, pay, and union



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representation. The Board highlighted the School's commitment to prioritizing employee benefits and incentives as outlined in their strategic plan and incentive compensation framework. The Board emphasized ongoing evaluations of attrition rates and retention strategies to ensure competitiveness in the job market.

- V. **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.

CEO

Special Projects Coordinator

CAO

CSSO

CFO

Director of SPED

Director of Teaching and Learning

Director of Student Affairs

Director of Technology & Facilities

Director of College Access & Assessment

Director of Guidance and Strategy

Outsourced Accounting

SPED Leads

Leads of Curriculum & Assessment
ELA- Bates
Math - Science
Social Sciences
Arts
L Languages

Lead Dean

-Guidance Counselor
-Guidance Counselor
-Social Worker
-College Access Advisor

Attendance & Enrollment Manager

Data & SIS Manager

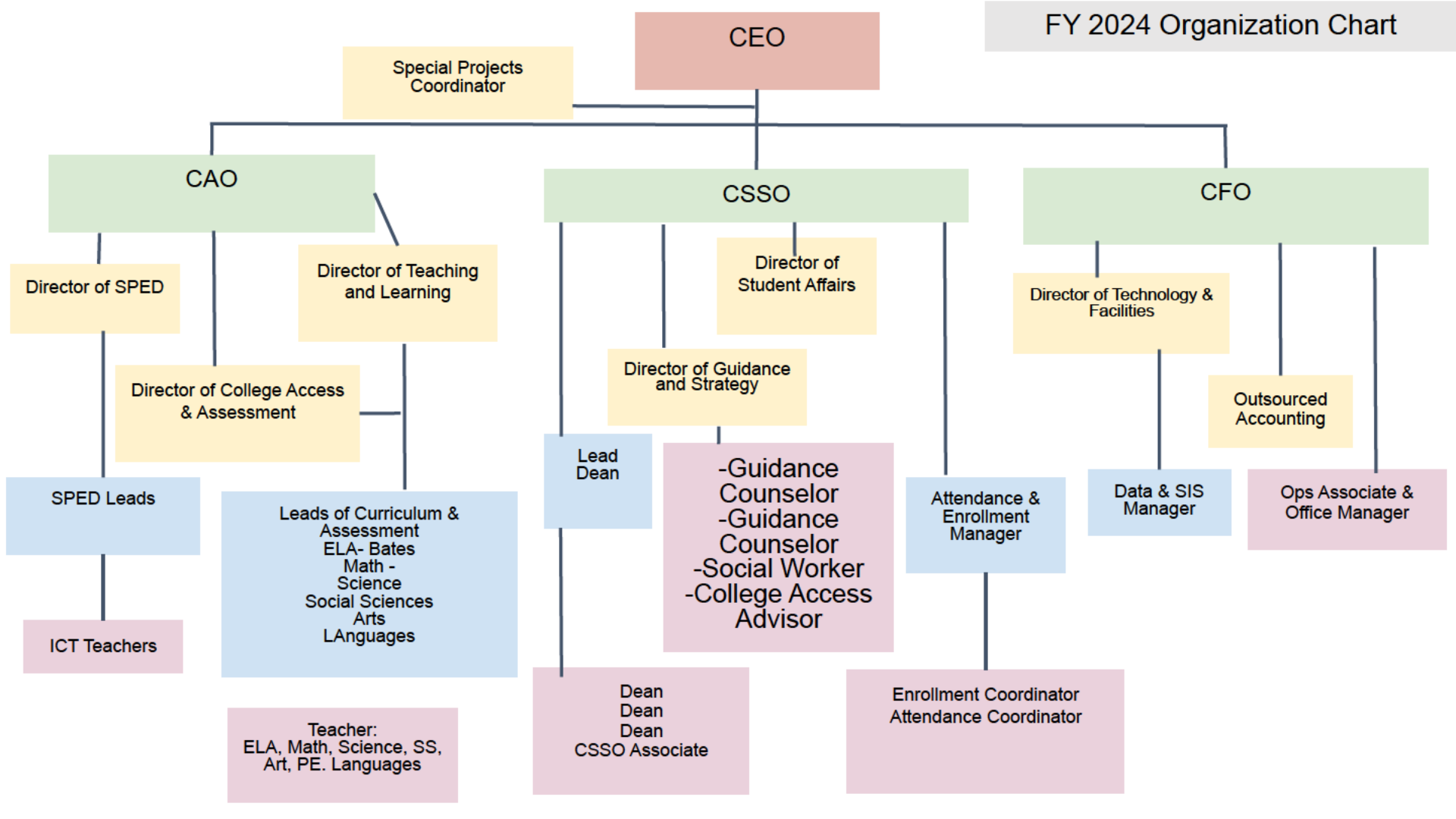
Ops Associate & Office Manager

ICT Teachers

Teacher:
ELA, Math, Science, SS,
Art, PE, Languages

Dean
Dean
Dean
CSSO Associate

Enrollment Coordinator
Attendance Coordinator



Fiscal Year 2025 School Calendar Overview

July 2024

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	19	30	31			

August 2024

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
5	25	26	27	28	29	30
					31	

September 2024

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2024

SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2024

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December 2024

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
14	22	23	24	25	26	27
15	29	30	31			

January 2025

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2025

SUN	MON	TUE	WED	THU	FRI	SAT
						1
	2	3	4	5	6	7
	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

March 2025

SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April 2025

SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May 2025

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2025

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
21	22	23	24	25	26	27
28	29	30				

- Summer School
- DOE Holiday [NS]
- NCHS Holiday [NS]
- Testing Day/Window
- Admin Day
- First Day of Semester
- ½ Day of School
- School Event

Fiscal Year 2025 School Calendar Overview

Total school days for school year 2024-2025 = 188

July 2024	0	January 2025	105.40
August 2024	24.65	February 2025	84.15
September 2024	111.97	March 2025	118.55
October 2024	127.95	April 2025	90.45
November 2024	84.15	May 2025	118.55
December 2024	84.15	June 2025	110.70