



Washington Yu Ying Board of Trustees Meeting Minutes

November 4, 2025 (via Zoom)

Board of Trustee Members in Attendance: **Jessica Baby, Cosabeth Bullock, Jay Chen, Mycal Ford, John Glover, Paige Hoffman, Kwado Kusi, Quinton Ng, Jessica Sutter.**

Not In Attendance: Katie Cheng, Ikeogu Imo, Dewayne McClary

Others in Attendance: Carlie Fisherow (Staff - Executive Director), Jose C. Sousa (Staff - COO), Ross Knorr (Consultant), Dr. Mario Clopton (Staff), Amy Quinn (Staff), Michelle Hudacska (Consultant)

I. Call to Order The meeting was called to order at 6:32 p.m. ET by Board Chair Quinton Ng. The meeting commenced with a roll call vote confirming quorum and an overview of the public agenda.

II. Items Requiring Voting

Approval of November 2025 Meeting Minutes: Mycal Ford moved to approve the September 2025 meeting minutes. Paige Hoffman seconded the motion. The minutes were approved with 9 affirmative votes.

III. Committee Reports

- **Finance Committee:** Quinton Ng provided the report. The committee met on October 17th and discussed a new teacher compensation scale. The primary goal of the new scale is for Yu Ying to be competitive with other charter schools while being anchored to DCPS. Management is also working to align the compensation model with the strategic plan which is currently under development. The committee will report back on the recommendations at the appropriate time. The next committee meeting is November 21st, after which the committee will provide audited financials and a report from the auditor to bring to the full board in December.
- **Development Committee:** Cosabeth Bullock provided the report. The committee met on October 14, focusing on strategies for full board participation in fundraising and external relationship building. The committee is awaiting grants from the KFR Foundation (Cafritz Foundation) and the Philip Graham Fund. The annual campaign, titled "Every Book Builds Belonging," is kicking off in about two to three weeks, with a goal to raise \$55,000 by the end of February. The campaign's first event is Grandparents Day on Friday, November 21st, which will focus on stocking the library and classrooms at the early years campus. Quinton Ng thanked Sarah Harris and the library team for making the library a reality for Yu Ying students.
- **Governance Committee:** Jessica Sutter provided the report. The committee met on Friday, October 24th to debrief retreat sessions and plan board priorities. The focus includes the board policy manual, code of conduct, and other documents, with Jessica Baby leading this work. Board members were encouraged to review the email from her and plan to join an upcoming working

session. The committee discussed how to scaffold and time out the policy updates to address the most pressing needs first. Board recommitment and recruitment efforts were discussed: current members will be reached out to in November, and the recruitment cycle for new members, including seeking referrals, will begin in December. The committee noted that the Public Charter School Board (PCSB) is offering governance training on November 5th at noon.

- **School Performance Committee:** John Glover provided the report. The committee met on October 24th for a deep dive on attendance data. Discussions included the design of a school performance dashboard, with a kick-off meeting held earlier this week. The process for developing the dashboard will be thoughtful, focusing first on metrics, data availability, and cadence to determine what the board needs to evaluate organizational and school performance. The next meeting will be on November 20th, with a focus on 2024-2025 CAPE data. Jay Chen thanked John Glover for his work on academic performance and noted that the dashboard metrics will be important as part of the measurable outcomes for strategic planning. Andrew Shields offered a suggestion, stating that for an "apples to apples" comparison, it is important to compare Yu Ying to SCES comparable schools (Socioeconomic Status comparable schools) rather than just all charter schools.

IV. Public Comment

- Andrew Shields (Caregiver) offered a comment regarding recurring parking issues near the elementary campus. He noted observations of repeated parking in the no parking zone on the sidewalk, which he said takes place typically between 7:55 and 8:05. He suggested that a school staff member should be present around 8:00 a.m. to encourage cars to move on. Jose mentioned that the school continues to be vigilant, has spoken to the individual in question, but does not have police powers to force compliance.
- Jay Chen acknowledged the issue and mentioned the Yu Ying Parent Association's effort to form a Safety and Traffic Advocacy Committee (STAC), encouraging all community stakeholders to contribute to solving the problem.

V. School Management Report

Carlie Fisherow, Amy Quinn, Mario Clopton, and Jose Sousa provided the report.

Mission Moment: Collaborative Family Leadership & Support

- The mission moment highlighted collaborative family leadership. Families participated in cross-campus activities like the Halloween parade and led complex work, including planning cultural events, volunteering, and coordinating support for families facing job loss or insecurity due to challenges like the federal furlough and government shutdown in Washington, D.C.

Key Highlights & Celebrations:

- **Cross-Campus Events:** The Back to School Night and Halloween Parade were successful in having families move between the two campuses.

- **Illustrative Math Implementation:** Yu Ying is implementing Illustrative Math, which includes the adoption of the **Empower K-12 Math Acceleration Grant**. The math intervention work is using the resource IXL, and a new math interventionist has been hired to support this work
- **Whole Child Model and Safety Initiative:** Staff are responding to students' behavioral needs with new tools to promote the behaviors the school seeks. Attendance has improved, which is attributed to an amazing partnership between Reef staff and Yu Ying daytime staff at the Early Years Campus (EYC) in implementing more ways of care within the Whole Child Model.
- **Special Education Services:** The school is seeing improved services, 504 plans, IEPs, and related services, including a dedicated speech therapist.
- **Kindergarten MAP BOY in Reading and Math:** Students showed strong showings with high percentages as the median in their beginning-of-the-year assessments.
- **Early Years Campus Southwest Playground: Small groups of kindergarteners are** conducting an inquiry into expectations for play on the new playground.
- **PK4 Community Action:** PK4 students are demonstrating community action by going to the elementary campus to clean up trash in the nature center.

Challenges and Updates:

- **Goal Setting Conferences:** Conferences are scheduled for November 10th and 11th
- **Assessments:** The school is getting results in for the Chinese language assessments.
- **Whole Child Model:** Management is continuing to dig deeper into what is driving behaviors seen this year and how practices can support shifts in behaviors and create amazing learning environments.
- **Limited DC Health Nurse Coverage:** The school is facing challenges with proper nursing coverage and consistency from DC Health. The elementary campus (EC) has a Health Tech sent through the school health program, who is currently out, requiring substitute coverage a few days a week from the DC Health team. The EYC has a full-time nurse employed by Yu Ying.
- **Start of the Year Staffing Losses and Transitions:** Staffing transitions at the start of the year contributed to strain and instability.

Trustee Follow-up:

- Jay Chen expressed interest in continued updates on the progress of the Whole Child Model and behavioral management. He noted that stakeholder feedback highlighted classroom management as an enabler for academic progress and mentioned concerns from community members about injuries on the playground. He requested that this topic be considered for a future deep-dive session.

VII. Deep Dive: Strategic Planning Process

A. Strategic Planning Overview and Stakeholder Feedback

Jay Chen and Michelle Hudacska led a deep dive into the school's four-phase strategic planning process, which is currently in the drafting phase.

The presentation clarified the strategic plan's **Priorities, Outcomes, and Actions**. Michelle Hudacsко analyzed feedback from nearly **200 stakeholders (70-75 families, 50 staff, 15 students, and Board members)**, which clustered into three themes:

- **Academic Excellence:** Focus on deeper IB, intervention/enrichment, Math/ELA curriculum, Chinese proficiency, STEM/Arts, and improved Special Education. Possible metrics: ELA/Math/Chinese proficiency (CAPE), and subgroup performance.
- **Staff:** Focus on adult culture, recruitment/pipeline, revised hiring, competitive benefits/salary, professional development/coaching, wellness, staffing models, and retention. Possible metrics: increased retention, staff satisfaction, or teacher effectiveness.
- **Culture and Community:** Focus on staff/student culture, family partnerships, cultural events, joyful learning, classroom management/discipline, in/out-of-school experiences, and trauma-informed work. Possible metrics: increased attendance, satisfaction/sense of belonging, family/alum engagement, or reduced disciplinary events.

Quinton Ng asked about stakeholder alignment. Michelle Hudacsко noted families prioritized **Themes 2 (Staff) and 3 (Culture and Community)**. Staff and the Board strongly aligned on **Academic Excellence** and strengthening the school's **IB** reputation. Jessica Sutter confirmed the summary accurately reflects the Board retreat and stakeholder alignment with community feedback.

B. Board Discussion on Chinese Language and Culture

The Board discussed whether Chinese language and culture should be a standalone priority or embedded as a subset of outcomes within Academic Excellence and Culture and Community.

The Board debated whether Chinese Language and Culture should be a standalone strategic pillar. **Carlie Fisherow** and **Paige Hoffman** strongly advocated for a **standalone pillar**, arguing it is foundational to Yu Ying's identity and prevents it from being overlooked. **Cosabeth Bullock** agreed it must be evident in all priorities but questioned if a separate pillar would imply it's absent elsewhere. **Jessica Sutter** suggested it could be both: a standalone pillar for focus and embedded in others. **Rosanna Mahvi** conceded to a standalone pillar if it would be more galvanizing. **Mycal Ford** supported it as its own pillar for **identity** and consistency with the school's mission.

C. Operations/School Management/Financial Stability

The Board discussed whether Operations, School Management, and Financial Stability should be separate priorities or foundational anchors. **Jose Sousa** argued financial stability is a core north star of daily management work, keeping it as a priority due to sector changes. **Cosabeth Bullock** asked if it still requires dedicated board time for long-term (ten-year) financials, or if it's a "maintenance phase." **Rosanna Mahvi** concluded Operations and School Management could be foundational anchors, not separate priorities, especially since Staff is already one. **John Glover** asked **Michelle Hudacsко** about the link between the number of priorities and success in execution.

D. Next Steps

The Board will determine whether Chinese language and culture will be presented as a standalone priority or as a significant, highlighted component embedded in all priorities.

Trustees were asked to brainstorm and align on specific **outcomes** for Chinese language and culture within the context of **Academic Excellence, Staff, and Culture and Community**.

Quinton Ng stated that once the priority buckets are finalized, committees that are the natural home for each priority will be engaged to begin drafting the outcomes.

VII. Deep Dive: 1st 6 Weeks of Attendance Data

John Glover, Carlie Fisherow, Amy Quinn, and Dr. Mario Clopton led a deep dive on data around absenteeism. John Glover emphasized the importance of students being in school, which has an impact on student achievement. The ASPIRE Framework also considers chronic absenteeism to determine school health and effectiveness, thus its importance as a metric to review.

A. Chronic Absenteeism and ISA by Subgroup

Chronic absenteeism is defined as missing 10% or more of the school year (7 days within the first six weeks). This metric shows a strong correlation with student well-being and academic content acquisition.

- In 1st grade, only 6% were chronically absent.
- In 5th grade, 19% were chronically absent.

Jay Chen questioned the potential root causes of the higher 5th-grade chronic absenteeism rate and offered that the percentage might appear disproportionate due to a smaller number of students in that grade.

B. Early Years Campus Update

The ISA rate improved from 94.1% to 96%. Chronic Absenteeism decreased from 16.8% to 13.1%. The rate for "At-Risk" students also decreased (31.4% to 27.4%, and 21.9% to 18.6%). Amy Quinn cited challenges with Early Years parents, leading to an intervention of direct contact to encourage attendance, noting that time in school improves language skills. Management employs a "personal touch" approach, asking teachers to reach out via Toddle Chat to inquire about absences and request an excuse form. If a student is out for more than a few days, management calls the family. Parents have provided positive feedback, finding the personal touch and knowing that teachers value their child's attendance to be impactful.

Elementary Campus Update

The ISA rate increased from 95.5% to 97.1%. The discussion returned to the driver behind the Grade 5 chronic absenteeism, suggesting teacher communication as a possible factor.

VII. Deep Dive: Ed Goals

Quinton Ng presented a discussion on the Executive Director goal setting process. Quinton Ng and Paige Hoffman fielded office hours and e-mailed feedback from Trustees to determine 7 high priority goals for the Executive Director.

VIII. Closed Session: **Cosabeth Bullock** motioned to closed session for the Board to receive an update on development and annual campaign planning. **John Glover** seconded the motion. The motion passed with a unanimous voice vote.

The Board moved to closed session at 8:05 p.m. and returned to open session at 8:31 p.m. upon a motion by Paige Hoffman and a second by Cosabeth Bullock.

IX. Adjournment Jay Chen motioned to adjourn the meeting, and Jessica Baby seconded. The meeting was adjourned at 8:31 p.m. EST.