



ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
July 29, 2019

Board Members Present: Warren Hern, Mario Urso, Wendy Ferrer, Michele Lawrence, Kevin Overton, Erika Dooley, Louise Vella

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Kevin Railey, Joseph Searles, Bradley Turner

I. Call to Order

The meeting was called to order at 5:36 PM at 1001 Lake Avenue, Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the revised minutes of the June 24, 2019 meeting. MOTION CARRIED

III. Enrollment Update

Enrollment has been maintained at 108, with a healthy wait-list and a slower but continuing flow of applications. Demographics:

- Currently there are more female students than male.
- We cannot yet calculate the number of students who are economically disadvantaged.
- We expect the number of special education students to increase as parents share additional information. There is a financial implication, as additional special education students will bring in additional tuition.
- There are no currently enrolled students identified as English Language Learners (ELL) based on the home language survey. This is in part because one local charter school attracts a high proportion of Spanish-speaking and refugee families, and in part because the school starts with older grades that are less likely to still be ELL. In the future, we may consider giving priority to ELL students in our lottery.

Warren asked for additional demographics on the teaching staff, such as what type of school they came from, number of years of experience, etc. prior to the Board Meet & Greet Event.

IV. Instructional Deep-Dive Snapshot

Wanda discussed several curriculum documents that were shared with Board members for review prior to the meeting. In particular, she highlighted the “Assessment Overview” for Board members to become familiar with the sources of the academic data will be used to track student progress. Specific data points will be noted throughout the year on the “Academic” tab of the Board dashboard to track academic data.

In addition, Wanda shared an overview of the thematic units, essential questions, and standards to illustrate how the curriculum develops over the year and integrates health science. She gave the example of a long-term project in which students will design cities that encourage healthy habits.

Finally, Wanda explained that she has begun recruiting speakers for the Sept. 4 College & Career Day. Speakers could include anyone in health sciences, not just clinicians. A recruiting flyer is linked on the Board Dashboard. Michele encouraged the staff to help students see a broad conception of what careers are included in the health sciences, and Erika encouraged the school to consciously break down gender stereotypes about these careers.

V. Finance Committee Reports

Mario noted that the issue that we continue to fight is the cash flow, as we are waiting on state start-up funds. The school plans to manage the temporary, short-term issue via timing of payments of bills. In addition, we have submitted grant requests but it will take time to hear back on those.

Mario gave an overview of the agreed-upon procedures report and noted that there were no findings. A motion was made and seconded to approve the report. MOTION CARRIED

VI. Infrastructure Committee

We received the New York State Education Department Certificate of Occupancy for the school building.

Erika coordinated a team of volunteers to come on August 14 to prepare for family orientation. Other smaller groups of volunteers will be coming to help with supplies.

Wanda encouraged Board members to welcome students on the first day, on August 19 from about 8:40-9:10.

VII. Adjournment

Hearing no other business or objections, the meeting was adjourned at 6:35 PM.

ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
August 26, 2019

Board Members Present: Warren Hern, Mario Urso, Wendy Ferrer, Michele Lawrence, Kevin Overton, Erika Dooley, Kevin Railey, Joseph Searles, Louise Vella

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Bradley Turner

I. Call to Order

The meeting was called to order at 5:36 PM at 1001 Lake Avenue, Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the revised minutes of the June 24, 2019 meeting. MOTION CARRIED

III. Principal's Report

Student Attendance: Wanda Perez-Brundage summarized attendance results for the first week of school. Several students did not attend at all, generally because they were on vacation or had recently moved. However, two students have not responded to school communications at all; the school continues to reach out to determine if they wish to remain enrolled. Three students only attended some days due to bus issues.

Enrollment: Seven students have un-enrolled for various reasons. For example, one un-enrolled because he had moved to a new district that has declined to provide bus pickup after 3:30 pm. The school has enrolled new students off of the wait-list, so current total enrollment is 106. In addition, six new students were added to the wait-list last week.

Transportation: Due to a variety of logistical issues beyond the school's control, there were several delays in bus pickups and dropoffs in the first week of school. Wanda has been communicating with families daily to share updated route information and reply to concerns. While some families were frustrated, many were patient and appreciated the school's thorough communication. Wanda and Alison Tyler anticipate that routes should not change significantly for all students again, so these issues should continue to decrease.

IV. Finance Committee Report

Mario Urso noted that the position of the school remains strong. Particularly with state funding coming through in the near future, the school expects to have positive cash flow. In addition, Wanda reports that the school's application for a grant from the Farash Foundation was approved to fund parent engagement initiatives. The school has applied for another grant and continues to seek to cultivate other potential community resources.

VI. Infrastructure Committee report

Kevin Overton reported that the committee will reconvene in October in order to determine emerging needs to focus on.

VII. Adjournment

Hearing no other business or objections, the meeting was adjourned at 6:12 PM.

ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
September 23, 2019

Board Members Present: Warren Hern, Mario Urso, Erika Dooley, Kevin Railey, Kevin Overton, Wendy Ferrer, Michele Lawrence

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Bradley Turner, Joseph Searles, Louise Vella

I. Call to Order

The meeting was called to order at 5:45 PM at 16 Lakeview Park Rd., Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the August 26, 2019 meeting.
MOTION CARRIED

III. Principal's Report

Recent Events: Last month, College and Career Vision Day brought guest speakers to AHS to introduce students to the variety of career paths related to health sciences. The first Parent Potluck was a chance for students, parents, and teachers to connect over fun games and food.

Upcoming Events: The first set of formal testing in reading and math will take place this week with a computerized assessment called NWEA. In addition, the first Parent Empowerment Meeting is coming up on Oct. 10, at which parents will see their students' academic data and all students will receive a free t-shirt. On Oct. 18, students will have their first Field Experience at Excellus; Wanda Perez-Brundage continues to pursue partnerships with other potential sites. Finally, the first meeting of the staff Strategic Directions Committee will take place in early October to give teachers a mechanism to share a voice and generate ideas for the school.

Dashboard Updates and Initial Data: According to the beginning of the year reading assessment, 29% of the 5th graders are on target with their reading level. Wanda also discussed initial attendance data, which shows that attendance was poorer in August (88.9% average daily attendance) due to transportation issues and students being on vacation; in September, average

daily attendance has improved to 95%. In addition, the first performance management cycle has begun with short observations of instructional staff.

Board Development: Warren Hern suggested that current Board members reach out to potential partners who may be interested in serving as non-Board members of Committees. In addition, as Wanda gets to know parents of AHS students, she continues to scout for a potential parent representative to serve on the Board. Warren also encouraged AHS teachers and staff to attend in order to share their perspective on the school.

IV. Finance Committee Updates

Mario Urso reported that according to the financial position statement, the school is in a strong place. The bank loan is still outstanding, which will be paid off by the end of the school year, and there is a small surplus. Based on cash flow projections, the school expects in the black through at least the end of January (further cash flow projections to be developed soon). Remaining start-up funds are now coming in a timely manner. In addition, tuition payments have been higher than budgeted because the school has more students enrolled and a higher number of special education students enrolled than estimated in the budget.

V. Infrastructure Committee Updates

The Infrastructure Committee will be scheduling a date for a meeting soon.

VI. Adjournment

Hearing no other business or objections, the meeting was adjourned at 6:45 PM.



ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
October 28, 2019

Board Members Present: Warren Hern, Michele Lawrence, Mario Urso, Louise Vella, Kevin Railey, Joseph Searles, Erika Dooley, Kevin Overton

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Bradley Turner, Wendy Ferrer

I. Call to Order

The meeting was called to order at 5:34 PM at 16 Lakeview Park Rd., Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the September 23, 2019 meeting.
MOTION CARRIED

III. Principal's Report

Recent events: Wanda Perez-Brundage presented photographs from recent school events, including “field experiences” where students took trips to local health science-related businesses.

Parent engagement efforts: Wanda discussed the first Student-Parent-Teacher Empowerment Meeting. At this meeting, parents and students collaboratively reviewed their achievement data and set goals. Teachers presented ways parents could support their students’ learning at home. In addition to this meeting, teachers have been conducting home visits to build relationships with individual students and their families. These home visits have been productive in getting parents involved in creating behavior plans. Finally, the first parent-teacher conferences are coming up in early November. At these conferences, teachers will distribute and discuss students’ report cards. Wanda shared the template for the standards-based report card.

New school culture efforts: The school has implemented a “School Store” program through which students earn points that they can redeem for prizes. A new monthly awards assembly also publicly recognizes students for positive behavior and achievement. To support students’ social-emotional learning and help address behavior challenges, the school will implement additional character education and anti-bullying curriculum, and the School Counselor will begin a girls’ counseling group.

Strategic Directions Committee: The school held its first meeting of the Strategic Directions Committee, to which all staff were invited to attend. Staff brainstormed potential initiatives for school improvement. There was a great deal of interest in the student experience, with ideas for extracurricular clubs, social events, and more. Wanda and Alison Tyler will also encourage the Strategic Directions Committee to take the lead in developing a staff survey, be involved in student recruitment, and share input on a compensation review and development of a salary scale. Wanda emphasized the need to prioritize the initiatives, as not all can be addressed at once and some represent longer-term goals.

Enrollment: The school currently has 103 students. Wanda stated that the school will only pull off the wait-list if enrollment dips below 100, as it is disruptive to introduce new students mid-year.

Baseline student survey: All students participated in a survey of their opinions on school culture and individual teachers. Overall, one of the questions with the most positive responses was “[Teacher’s name] helps me love learning and makes me smarter every day.” One of the areas for improvement was students’ perception of individual teachers’ fair administration of consequences. The results of the initial student survey are being used to set baseline scores for individual teacher evaluations and guide coaching.

Human resources update: Wanda shared that the Music Teacher has given notice that she will be leaving, and the school will begin searching for a replacement.

IV. Principal Evaluation Process

Warren Hern stated that given the time lag between the initial discussion of the proposed evaluation process and the implementation of the baseline survey, it was felt that Board members needed additional orientation to be able to complete the survey. Warren and Wanda both emphasized that this survey is only a baseline measure, and constitutes just one of many data points considered in the final evaluation of the Principal.

Warren discussed how some Board members felt unprepared to answer some of the survey questions. In response, Louise suggested further Board development so that Board members without an education background would have the knowledge to more fully respond to the survey. Wanda also invited Board members to visit the school and spend a few hours observing in order to gather first-hand evidence. Finally, Wanda stated that she would prepare a document that outlines specific sources of evidence that Board members could evaluate to answer each survey question.

Warren stated that the plan would be that Board members complete the survey as a baseline measure, and use the resulting data to identify areas for Board development and areas where further evidence of Wanda's performance are needed.

V. Infrastructure & Development Committee

Kevin Overton reported that Alison Tyler is meeting with the landlord to learn about building renovation plans and will report back to the Committee. In regards to transportation, Wanda and Alison continue to look for alternatives for busing for the beginning of next school year as well as work with other charter schools to press for common solutions to ongoing concerns.

VI. Finance & Audit Committee

Mario Urso reported that as of the end of September, the school was in a very good financial position with cash on hand. The primary obligation is outstanding bank debt, but there is a repayment plan in place. From a profit and loss perspective, revenue is over budget (due to conservative student enrollment estimates) and spending is under budget (due to conservative estimates of cost). Year to date, the school has a surplus. Although this will be spent down, cash flow projections through January look strong.

VII. Adjournment

Hearing no other business or objections, the meeting was adjourned at 7:03 PM.



ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
November 21, 2019

Board Members Present: Warren Hern, Mario Urso, Erika Dooley, Kevin Railey, Kevin Overton

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Bradley Turner, Louise Vella, Michele Lawrence, Wendy Ferrer, Joseph Searles

I. Call to Order

The meeting was called to order at 5:41 PM at 1001 Lake Ave., Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the October 28, 2019 meeting.
MOTION CARRIED

III. Principal's Report

Enrollment: There are currently 101 students. One new student will start school next week and another will likely start the following week, and two current students are expected to transfer out in the coming weeks.

Attendance: Despite some recent bad weather and the city school district being closed on Election Day, attendance holds at over 90% on average. Wanda Perez-Brundage stated that this is what is expected for the first year, but the school continues to work at raising the attendance rate higher.

Staffing: The new Music Teacher starts this week. The school has organized two optional staff social outings. The school is planning a staff party for December, and the Board volunteered to contribute. Wanda is in the process of completing the first round of instructional staff evaluations. Upcoming half-days will be used for professional development on instructional strategies and for collaborative analysis of student reading level data. Wanda described the staff as showing resilience through challenges.

Academics: Teachers continue to gather data which will be shared at upcoming Board meetings, including NWEA assessment results in January. In advisory, teachers have started a new social-emotional curriculum with topics related to bullying, respecting self and others, and overcoming obstacles. Wanda noted that staff have observed some work avoidance because students are being held to higher expectations than they are used to. Two students who sometimes exhibit dangerous or bullying behaviors are on daily incentive charts.

Parent complaint: Wanda and Warren Hern received a complaint from a parent. The Board discussed the results of the investigation and the school's proposed response.

IV. Update on Principal Evaluation Process

Warren noted that he has been working with Wanda and Alison on a document to link types of evidence to the specific survey items, and that the Board will also use upcoming meetings to

develop shared understanding of educational concepts. Kevin Railey suggested completing a section of the survey together, possibly at a retreat.

V. Finance Committee

Mario described the school as doing well compared to budget. The school will pay off loan by end of calendar year. Mario noted that the school remains in a good cash position, and cash flow projections show no concerns through the end of January. The school and the Committee will begin work on the budget for fiscal year 2021 soon.

VI. Strategic Directions

Alison has designed a staff survey on the salary scale, which will be used to inform a draft salary scale for the 2020-2021 school year. Wanda and Alison will present the draft salary scale at the Dec. 9 meeting of the staff Strategic Directions Committee for staff feedback.

VII. Infrastructure Committee

Alison recently shared an update on building renovation plans. In addition, Wanda noted that the school will need to begin planning for long-term space needs.

VIII. Adjournment

Hearing no other business or objections, the meeting was adjourned at 6:46 PM.



ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
December 16, 2019

Board Members Present: Warren Hern, Michele Lawrence, Mario Urso, Erika Dooley, Kevin Overton, Kevin Railey, Wendy Ferrer

Others Present: Wanda Perez-Brundage, Alison Tyler

Not Present: Bradley Turner, Louise Vella, Joseph Searles

I. Call to Order

The meeting was called to order at 5:35 PM at 16 Lakeview Park Rd., Rochester, NY.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the November 21, 2019 meeting.
MOTION CARRIED

III. Principal's Report

Enrollment: Wanda Perez-Brundage reported that there are 101 total students as of Dec. 16. Two students have recently left. Two other students have recently begun, and another will begin after the holiday break. The wait-list now has three students. However, since applications have already started coming in for students applying to 6th grade spots for next year, the school could reach out to those families to fill spots if needed. Erika Dooley asked whether the school receives tuition for students who enroll mid-year, and Alison Tyler responded that the school receives tuition proportionate to the percentage of the year that the student is enrolled at AHS.

Student Recruitment: The GoodSchoolsRoc 2020-2021 application has now opened, and so far AHS has received eight 6th grade applications and 16 5th grade applications. In addition, GoodSchoolsRoc has sent out a postcard to all families with school-age children in Rochester. AHS will begin more intensive recruitment efforts in mid-January 2020, including an open house. In late winter, AHS will ask families of currently enrolled students to complete an "intent to return" form to help assess how many seats will be available in 2020-2021.

Attendance: Average daily attendance rates have dropped slightly due to poor weather. In response, Wanda is planning attendance incentives for January and February. In addition, the AHS Executive Assistant has begun sending out absence notification letters to parents of students who have missed 10 or more days of school per the attendance policy in the Family Handbook, and the Counselor is working to schedule conferences with parents of these students. Wanda explained that many students with chronic absenteeism are influenced by unstable housing and transportation.

Parent Involvement: Approximately 35 families attended the recent Student-Parent-Teacher Empowerment Meeting. In addition, approximately 70% of families have had a parent-teacher conference, and teachers continue to work on bringing in parents to complete the rest of those. When staff return, they will begin scheduling parents for student-led conferences in February.

Professional Development: Wanda used the recent half-day to provide teachers with additional training on restorative practices. So far, teachers have led a handful of proactive restorative circles in classrooms, and the Counselor has led several in response to specific incidents. Wanda will continue to emphasize these practices to help reset behavior expectations when students return from winter break. In addition, when teachers return from break, they will spend a full professional development day diving deeply into data and learning how to use daily, standards-based assessments to prepare for the next report card cycle. The next round of internal standardized assessments, including the reading level test, will be given mid-January.

Strategic Directions: This staff-led Committee has been discussing compensation for next year. Wanda and Alison will give a fuller presentation at the next Board meeting, including a proposed salary scale and project timelines for investigating benefit and retirement options.

Building Renovations: Alison stated that construction has now begun. She has informed staff of potential impacts. So far staff have not noticed significant noise in the classrooms.

Website Redesign: Alison stated that the school has selected a designer for the website redesign project. Alison has been soliciting opinions on what should be included in the new website from parents, staff, and Board members via a survey. Alison and Wanda will be meeting to work on the site map and home page content, and assess the need for professional photography and videography services. The goal is to have the new website go live in early March.

IV. Children's Internet Protection Act Policy

Alison summarized the requirements of the Children's Internet Protection Act, how AHS is fulfilling these, and why the policy is necessary in order to apply for a federal technology grant. A motion was made and seconded to approve the policy. MOTION CARRIED

V. New Board Member

Warren summarized Robert Hoggart's qualifications and what he may contribute to the AHS Board of Trustees. A motion was made and seconded to add Robert Hoggart as a new member. MOTION CARRIED

VI. Finance Committee Update

Mario Urso noted that the school remains in a strong financial positions. The statement of activities shows a surplus, with the loan now fully paid off as of early December. In the budget, there are no concerns about specific line items. Finally, the cash flow projections show the school in good order through the end of the fiscal year.

VII. Board Retreat Planning

Warren stated that the Board is planning a retreat around February 2020 for extended discussion on Board priorities and long-term strategic planning. The retreat may include discussions of fundraising, long-term building plans, implications of growth for next year, and advocacy.

IX. Executive Session

A confidential executive session was held.

X. Adjournment

Hearing no other business, the meeting was adjourned.

ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
January 27, 2020

Board Members Present: Warren Hern, Michele Lawrence, Mario Urso, Wendy Ferrer, Kevin Railey, Bradley Turner, Erika Dooley, Louise Vella, Kevin Overton

Others Present: Wanda Perez-Brundage, Alison Tyler, Robert Hoggard

Not Present: Joseph Searles

I. Call to Order

The meeting was called to order at 5:35 PM at 1001 Lake Ave., Rochester NY 14613.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the December 16, 2019 meeting.
MOTION CARRIED

III. Principal's Report

- Enrollment: There are currently 99 students enrolled, and two more are in the process of completing registration paperwork. Wanda explained that the recent withdrawals have reflected parent decisions that the school was not a good fit for their student.
- Attendance: Overall, average daily attendance is approximately 91%, which reflects a typical wintertime decrease. Wanda noted that there have been a handful of students who have more than 15 absences, which qualifies as chronically absent. The Counselor has begun reaching out to parents to arrange meetings to problem-solve, and reporting to Child Protective Services per school policy when students have had 20 or more unexcused absences.

IV. Discussion of Salary Scale

The Board received a copy of the two proposed salary scales (Teachers and Deans/Counselors) prior to the meeting for review. Wanda explained that the inclusion of both years of experience and performance were based on staff feedback on a survey, and that the specific ranges at each level were benchmarked against the Rochester City School District scale.

It was discussed that the AHS salaries are higher than RCSD salaries to accommodate the fact that AHS does not currently participate in the New York State Teacher Retirement System. However, Alison Tyler is currently analyzing costs and benefits of joining the retirement system. In addition, staff have raised a desire for lower health care costs, so Alison is investigating potential options for medical insurance as well.

Board members raised questions about intangible benefits as well, including work culture. Wanda described the staff culture as positive despite the difficulty of the work. Alison noted that

AHS provides adequate classroom supplies and more professional development than may be expected in some local school districts.

Finally, Board members asked how the raises incurred under the proposed salary scale would compare to the projected 2020-2021 budget from the charter. Wanda and Alison explained that although the salary scale does lead to higher salaries, this is offset by a staffing plan with 2.5 fewer full-time positions than projected in the charter. Therefore, the salary scale in conjunction with the staffing plan is expected to fit within the projected budget.

A motion was made and seconded to approve the Teacher and Dean/Counselor salary scales for 2020-2021. MOTION CARRIED

IV. Finance Committee

Mario Urso summarized the monthly statements. The school is in a good cash position with no noteworthy concerns. In terms of budget vs. actuals, actual spending is below budget in most line items and the committee received appropriate explanations about specific line items. The cash flow projections show a positive balance through the remainder of the year, and the school retains access to a line of credit as a backup in case of any issues due to timing of payments.

X. Adjournment

Hearing no other business, the meeting was adjourned at 6:15 PM.

ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
February 1, 2020

Board Members Present: Warren Hern, Michele Lawrence, Mario Urso, Kevin Railey, Bradley Turner, Erika Dooley, Louise Vella, Joseph Searles, Kevin Overton

Others Present: Wanda Perez-Brundage, Alison Tyler, Jonathan Sharp, Robert Hoggard, Deb Hanmer, Steve Hanmer

Not Present: Wendy Ferrer

I. Call to Order

The meeting was called to order at 8:15 A.M at 161 Chestnut Street, Rochester.

II. State of the School

Deb Hanmer reviewed the Academy of Health Sciences mission, key school design elements, and core commitments.

Wanda Perez-Brunage presented a report on the state of the school after the first five months.

- School culture: Wanda described how the staff teach students core values, such as giving student awards and using the tagline (“Be Empowered”) as a call to attention. In addition, Wanda described the social-emotional curriculum taught through daily community meeting and advisory. So far the program has taught bullying prevention and how to handle conflicts; soon, advisory groups will be working on academic goal-setting. Wanda identified the buses as one area of significant behavioral challenges, and explained how the staff work with drivers to try to resolve issues. Overall, Wanda described the school culture as “empowered but still in process.” She emphasized that because all of the staff and students were learning new relationships, roles, structures and expectations, the culture takes time to build. They named examples of “wins” that demonstrate progress, including one-on-one relationship building, students who are being sent to the Dean’s office less frequently, students calling out a peer’s bullying language during a P.E. game, and students beginning to internalize AHS behavioral expectations.
- Academics: Similar to school culture work, Wanda noted that academics are still in progress and the staff focus on continuous improvement. She notes that AHS teachers follow a “gradual release of responsibility” instructional model, which pushes students to take ownership of their own work; this is a culture shift for many students who were not previously expected to undertake rigorous independent work. Wanda described the major current challenge in academics as enrichment period, where productive learning is inconsistent. In contrast to academic classes where students are focused, calm, and actively engaged with work, enrichment classes more commonly have significant disruptions. There are several reasons for this challenge, including staffing changes, newer teachers, the end-of-day student fatigue, and the difficulty of teachers building relationships and routines when they only see each class one day per week. Wanda explained how the staff are working on strategies to support during this time, including intensive coaching of new teachers and possibly rearranging the daily schedule. Finally, Wanda shared examples of “wins” that show significant academic progress, including a student who was reading at an end-of-first-grade level in September who is now reading at an end-of-third grade level.
- Parent engagement: Wanda noted that there are many parents who do want to partner with AHS. However, there have also been several who are not used to getting frequent communication about student behavior; if they do not understand how that level of communication is beneficial, they threaten to withdraw the student. She described this as a process of learning for parents and building trust between parents and the school. Wanda noted that now that she better understands the underlying mindset of many parents, she has adapted the plan for parent orientation in order to explicitly tell them about what kind of communication they can expect to receive and why.

Next, Wanda reviewed the results of the baseline surveys given in fall 2019.

- Student culture goals: 77% of students agreed that AHS helps them love learning and 88% agreed that AHS makes them smarter every day. 81% of students agreed that consequences are communicated and 85% agreed that they are provided fairly. 75% of students agreed that adults respond right away to problems. Per the school charter, the goal is 95% agreement with each statement on the end-of-year survey.

- Attendance: The year-to-date average daily attendance rate is 91%. Per the school charter, the goal is to increase average daily attendance by 1 percentage point per year to 95%.
- Parents & families: 45% of parents participated in the baseline survey, short of the goal of 80% needed to participate in the end-of-year survey. 91% of parents agreed that AHS helps their child love learning and makes their child smarter every day, and 89% agreed that AHS empowers parents. Per the school charter, the goal is 90% agreement with each statement on the end-of-year survey.
- Parent participation: Only 22% of parents have come to at least two events. Per the school charter, the goal is that 100% of families will attend at least two events per year. Wanda noted that the first round of student-led conferences begins in February. In addition, the school is implementing a new student information system in fall 2020 that will help track parent communication and participation.
- Staff culture: Later in the spring, the staff-led Strategic Directions committee will create a survey of staff culture.
- Staff performance: Of the 11 instructional staff, most are either already proficient or on track to be there by the end of the year. Wanda noted the importance of staff mindset in determining who will be invited to return for next year.

Finally, Wanda shared her personal reflection commitment: “My commitment to the founding class of AHS is secure. If the Board, parents and community will have me, I plan to see the first 8th grade class of AHS graduate as its founding principal in June 2023.”

III. Principal Evaluation Tool

It was discussed that the Board would like to plan to use at least 30 minutes of each upcoming Board meeting for the remainder of the year to continue building a document that helps Board members find sources of evidence to complete the Principal evaluation survey. In addition, Joseph Searles requested that Wanda structure her monthly oral presentation to the Board to reference the categories of the survey.

IV. Strategic Priorities & Planning

Deb Hanmer reviewed the Board members’ three to five-year vision statements that were developed in spring 2019. Overall, the clear consensus was that the main goals were to provide excellent education, gain a charter expansion, and ultimately prepare students for careers. Board members then suggested additional goals that they have in mind now that the first year of the school is underway, including: long-term financial planning; planning for scaling, including succession planning; becoming a local “employer of choice” for high-performing teachers; learn more about our obligations to New York state and the renewal process; disseminate best practices in order to be a valuable local resource; build community partnerships; create a positive public image of AHS, including pushing back against misconceptions about charter schools; purposeful retention of staff and preventing staff burnout; increasing the proportion of students with disabilities and English language learners; and demonstrating success in order to improve fundraising, with a staff member in charge of development.

Warren Hern identified two urgent strategic priorities: facilities planning and fundraising. The Board then discussed goals, questions, and action items.

- Facilities planning: Wanda described the current leased space as adequate for the first year, but noted that there will be some compromises in 2020-21 and significant obstacles in 2021-22. Questions for further exploration include: the must-haves and wish list for a school facility; how to align key stakeholders to the facilities goals; cost of facilities goals; and how to connect the Board to experts such as state or national charter growth/financing organizations. The action plan is to designate a task force to create a master facilities plan in two phases (through 2022 and then the next 3-5 years after that), and plan how to raise capital to implement the plan.
- Fundraising: The action plan is to designate a committee to conduct a needs assessment, create a vision/goals, and write a development plan with an emphasis on getting the AHS story out to the local community.

V. Adjournment

Hearing no other business, the meeting was adjourned at 12:45 PM.



ACADEMY OF HEALTH SCIENCES CHARTER SCHOOL

Board of Trustees
Meeting Minutes
March 30, 2020

Board Members Present: Warren Hern, Michele Lawrence, Mario Urso, Wendy Ferrer, Erika Dooley, Kevin Overton, Robert Hoggard, Joseph Searles

Others Present: Jon Thatcher, Wanda Perez-Brundage, Alison Tyler

Not Present: Louise Vella, Bradley Turner, Kevin Railey

I. Call to Order

The meeting was called to order at 5:35 PM.

II. Presentation from New York Charter School Association (NYCSA)

Jon Thatcher, Director of Schools and Community Engagement at NYCSA, discussed the efforts of the association to support charter schools in Rochester. He described school engagement efforts including Rochester-area charter meetings related to special education, local work to engage parents and build community partnerships, and an annual statewide conference. In addition, he described the association's advocacy work, focused primarily on funding and transportation. Finally, he described recent efforts to

support schools during the coronavirus crisis, including weekly conference calls with NYSED and with Rochester-area charter leaders.

Jon responded to Board member questions regarding how the coronavirus crisis will impact charter school funding. Jon explained that school tuition revenue for 2019-2020 should not be impacted. However, he anticipates that per-pupil tuition rates will not increase for 2020-2021.

III. Approval of Minutes

A motion was made and seconded to approve the minutes of the January 27, 2020 and February 1, 2020 meetings. MOTION CARRIED

IV. Principal's Report

School closure updates: Wanda Perez-Brundage stated that live teaching has begun, and while there have been some technical issues they are being quickly resolved. According to parents, students have been engaged in the weekly learning plan. Because some of our families have employment, health or child care needs, no students are penalized for not participating in live sessions; all live teaching is recorded and available for students to access at a later time. At this time, the Governor has declared schools closed through April 15; if that closure is not extended by state or county officials, AHS will assess the situation at that time and determine when it will be safe to reopen. However, Wanda has already determined that extending the school year into the summer is not an option due to the lack of air conditioning in the building and the need for preparation for the 2020-21 school year.

Enrollment and attendance: Enrollment holds steady. Teachers record attendance by tracking which students participate in live sessions and how many minutes per day students participate in independent learning on websites such as IXL. The lottery for the 2020-21 school year will still be held as scheduled on April 15 at 9 am.

Planning for next year: Wanda described how the school closure poses additional challenges in planning for the following school year. In particular, she noted that all students will need additional academic support when they return to school. As was anticipated prior to the school closure, some students may be retained; this is determined on a case by case basis, with parent support.

V. Enrollment Policy and Plan for 2020-2021

Alison Tyler presented proposed revisions to the enrollment policy. The only substantive change was the addition of a deadline for families to complete required paperwork after being offered a seat. Michele Lawrence advised adding a requirement that the policy be reviewed and approved by the Board annually. A motion was made and seconded to approve the revised enrollment policy. MOTION CARRIED

Alison then presented the proposed enrollment plan for the 2020-2021 school year. Based on the number of students who did not show up or who withdrew during the 2019-2020 school year, the school recommends enrolling up to 108 students per grade level. This is above the number approved in the charter and will require NYSED approval. A motion was made and seconded to approve the proposed number of students (to be approved by NYSED). MOTION CARRIED

VI. Finance Committee Update

Mario Urso explained that the school maintains a good financial position with no significant liabilities, and was in a good cash position as of the end of February. In addition, he noted that the school's actual spending is under compared to the budget.

In terms of cash flow, the committee does not anticipate any challenges for the remainder of the school year. However, due to the timing of enrollment and RCSD tuition invoices, there may be a period of low cash flow over the summer. The committee recommended exploring options for a loan or line of credit.

VII. Facilities Task Force Update

Kevin Overton stated that a task force meeting had been convened in order to address the school's long-term building needs. The school has a lease at its current location

through the end of its third year, so the committee will be seeking to identify options for the school's fourth and fifth years.

VIII. Adjournment

Hearing no further business, the meeting was adjourned at 7:11 PM.



Academy of Health Sciences Charter School

Board of Trustees

Meeting Minutes

April 27, 2020, 5:30 pm

Meeting held via Zoom

Public Notice: provided on March 31, 2020 at <https://ahscharter.org/about/board-of-trustees/>

Attendance

A quorum of 11 trustees out of 11 total trustees was present as follows.

Board Members Present: Warren Hern (video), Erika Dooley (video), Wendy Ferrer (video), Robert Hoggard (video), Michele Lawrence (video), Kevin Overton (video), Kevin Railey (video), Joseph Searles (phone), Bradley Turner (video), Mario Urso (video), Louise Vella (video) Board Members Absent: none

Staff Present: Wanda Perez-Brundage (video), Alison Tyler (video)

I. Call to Order

The meeting was called to order at 5:37 pm.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the March 30, 2020 meeting. MOTION CARRIED

III. Principal's Report

- Enrollment and attendance: Enrollment remains steady at 98 students. During remote learning, staff are tracking attendance for internal use, as well as to demonstrate continued enrollment to sending districts per NYSED Charter School Office recommendation. Wanda Perez-Brundage noted that AHS has documented its remote learning attendance policy and will be communicating that with parents in the May 1, 2020 community meeting. Staff are currently tracking attendance data in a spreadsheet by noting the number of times a student engages in large group classes or small group sessions, and the number of minutes of IXL practice.
- Grading and retention: Along with the attendance policy, Wanda has developed and documented a remote learning policy for third and fourth quarter grades and end-of-year retention decisions, and will be communicating that with parents at the upcoming community meeting. In addition, we have parent-teacher conferences via Zoom coming up.
- Remote learning updates: Wanda described a tool called GoGuardian, which staff use to monitor and direct student use of Chromebooks. The school has started awarding students Youtube time as an incentive to complete the required amount of IXL practice weekly. Wanda noted that the biggest challenge so far has been that parents are not able to monitor, encourage, and direct students' work all day, particularly because many are still working as essential workers in retail or healthcare. Wanda stated that she is transitioning her messaging to parents in order to communicate clearly that students' final grades will be determined on their participation.
- Remote learning support: The school has identified approximately 15 students of concern that have not participated in any form of remote learning. This is a decrease from about 30 students at the beginning of the month. Again, a significant challenge is parents' challenges in supporting their students' learning. Some parents have expressed the feeling that they are unable to get their children to engage, so upcoming parent-teacher conferences and an upcoming parent workshop will focus on home incentives that parents can use. Finally, for families that still cannot get internet access, the school will offer packets as an option.

- Recruitment and enrollment for next year: AHS held a lottery for the 2020-2021 school year. The school plans to have 108 spots in 5th grade and 11 new students in 6th grade. Wanda anticipates strong re-enrollment of our current students. The greatest hurdle is getting new families to submit AHS enrollment forms and required documentation in a timely manner, given the current crisis. Wanda will be calling families to personally connect and encourage them to accept and complete forms.
- Sources of evidence for principal evaluation: Discussion postponed to next meeting.

IV. Finance Committee

Mario Urso stated that the school is in a very good financial position with adequate cash. The school does not anticipate any issues receiving per-pupil payments from sending districts. From an operational perspective, expenses are tracking better than the budget. Further, the committee reviewed cash flow projections through the end of the summer and does not anticipate any issues, assuming timely tuition payments. Finally, the committee approved a contract for managed I.T. services and the purchase of classroom desks and chairs.

The Board reviewed the school's draft 2018 990 and had no concerns.

Alison Tyler presented the proposed budget for fiscal year 2020-2021. She explained how the budget conservatively estimated revenue based on initial data about new student enrollment and actual revenue this year. She described how personnel expenses for incoming teachers were estimated based on current teachers' average number of years of experience. Finally, she noted that most of the purchasing for furniture and technology needed to scale up in 2020-2021 would be purchased during the current fiscal year out of CSP funds; therefore, the proposed budget represents estimated purchasing to prepare for 2021-2022.

A motion was made and seconded to approve the 2020-2021 budget. MOTION CARRIED

- Move: Kevin Overton
- Second: Louise Vella
- Aye: Warren Hern, Erika Dooley, Wendy Ferrer, Robert Hoggard, Michele Lawrence, Kevin Overton, Kevin Railey, Joseph Searles, Bradley Turner, Mario Urso, Louise Vella
- Nay: None

V. Executive Session

The Board moved into executive session to discuss the lease of the school building.

VI. Adjournment

Hearing no further business, the meeting was adjourned at 6:59 PM.



Academy of Health Sciences Charter School
Board of Trustees
Meeting Minutes
May 18, 2020, 5:30 pm
Meeting held via Zoom

Public Notice: provided from April 28 to May 18, 2020 at
<https://ahscharter.org/about/board-of-trustees/>

Attendance

A quorum of 9 trustees out of 11 total trustees was present as follows.

Board members present: Warren Hern, Michele Lawrence, Mario Urso, Kevin Railey, Wendy Ferrer, Erika Dooley Robert Hoggard, Kevin Overton, Louise Vella

Board members absent: Bradley Turner, Joseph Searles

Staff present: Wanda Perez-Brundage, Alison Tyler

I. Call to Order

The meeting was called to order at 5:35

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the April 27, 2020 meeting.
MOTION CARRIED

III. Principal's Report

- Online learning: Wanda noted that the amount of time students are spending on IXL each week has been increasing. More than 50% of students are spending at least 50 minutes per week on IXL, with a target of 150 minutes per week. There are still some students that are not engaging at all, so staff continue individual outreach. For the final weeks of the school year, lessons will be focusing more on independent projects, science and social studies, and end-of-year testing. Out of 98 students, 89 had a parent or guardian participate in a parent conference, which is the best conference attendance so far this year. At these conferences, staff discussed end of year grades and the retention policy.
- End of year tasks: In our most recent family communication, we included dates for end-of-year testing and the parent survey. We have scheduled times to families to visit the school to pick up students' personal belongings and turn in borrowed Chromebooks. There will be another community meeting to share this info with parents. Although the

state assessments are not taking place, AHS will administer internal assessments and compare to the baseline results from fall. Initial results are promising in some areas, particularly reading growth, but there are challenges to maintain high levels of achievement and improve other areas.

- Strategic Direction committee: The committee has been working on continuous improvement plans for student accountability/discipline, field experiences, and other critical aspects of student experience.

IV. Executive Session

The Board moved into executive session to discuss hiring, promotion, and termination of personnel.

V. Enrollment Update

Wanda stated that there have been 60 offers accepted in 5th grade out of 108 open seats, 37 of which have submitted full documentation. There have been 9 accepted spots in 6th grade out of 13 open seats, 8 of which have submitted full documentation. Wanda noted that the rate of new applications is slower than last year, due to the ongoing coronavirus crisis. Wanda is conducting personal outreach to parents that have not replied or submitted documentation. In addition, recruitment efforts continue to target families with rising fifth graders.

VI. Principal Evaluation Process

Wanda shared some sources of evidence that could be used to evaluate questions related to high standards and goals for student academic and social-emotional learning. The Board discussed next steps, including a possible additional session for collaboration on identifying sources. Warren and Wanda will develop a plan to present at the next meeting.

VII. Update on NYSED Desk Audit

NYSED conducted a virtual desk audit including observations of recorded virtual lessons. Wanda, Warren, and Michele discussed the questions asked. If NYSED prepares a report on the audit, it will be shared with the full Board.

IX. Approval of New Policies and Calendar

Wanda presented the proposed calendar for the 2020-2021 school year. She noted one major update is the addition of a half-day each Friday, to allow for professional development and collaboration. This is a very common feature of high-performing charter schools around the country.

Alison presented the proposed Dignity for All Students Act policy, which presents how AHS will comply with this state law to prevent and address bullying, discrimination, and harassment of students. Alison noted that the requirements fit in with the school's

existing practices, but codify the specific processes involved.

Alison presented the Data Security & Privacy policy, which addresses how AHS will protect students' personally identifiable information including data shared with third-party contractors per the new provisions of Education Law 2-D Part 121.

A motion was made and seconded to approve the 2020-2021 calendar, Dignity for All Students Act policy, and Data Security & Privacy policy. MOTION CARRIED • Move: Kevin Overton

- Second: Michele Lawrence
- Aye: Warren Hern, Erika Dooley, Wendy Ferrer, Robert Hoggard, Kevin Railey, Mario Urso, Louise Vella
- Nay: None

X. Finance Committee

Mario described the school's financial position as of the end of April. He noted that tuition payments from the district were received on time, despite the coronavirus crisis. In addition, he explained that the school plans to apply for forgiveness of the Paycheck Protection Program loan. In terms of expenses, the school is running under budget in various categories and so there is a surplus currently. In terms of cash flow, we project a positive cash balance through the end of August.

XI. Facilities Task Force

Kevin Overton explained how the task force determined that the current facility is not a long-term solution for the school, given the limitations of an older building. As such, the task force is beginning to explore what other options are available in the city. Although there may not be existing school buildings available, the task force is considering alternative spaces that could be renovated to meet the school's needs.

XII. Adjournment

Hearing no further business, the meeting was adjourned at 7:00 PM.

Academy of Health Sciences Charter School
Board of Trustees
Meeting Minutes
June 22, 2020, 5:30 pm
Meeting held via Zoom

Attendance

A quorum of 9 trustees out of 11 total trustees was present as follows.

Board members present: Warren Hern, Michele Lawrence, Mario Urso, Kevin Railey, Wendy Ferrer, Erika Dooley, Joseph Searles, Kevin Overton, Louise Vella

Board members absent: Bradley Turner, Robert Hoggard

Staff present: Wanda Perez-Brundage, Alison Tyler

I. Call to Order

The meeting was called to order at 5:35 pm.

II. Approval of Minutes

A motion was made and seconded to approve the minutes of the May 18, 2020 meeting.
MOTION CARRIED

III. Principal's Report

- Online learning: Students are currently completing missing assignments and make-up testing. Staff are working hard to coordinate testing, but not 100% of students have successfully completed their end-of-year assessments. Report cards will be given to parents in early July with grades assigned based on students' online work, and parents have already been notified if their child is being retained next year. Wanda will host an end-of-year parent meeting and student Zoom party this week to close out the school year.
- Recruitment & enrollment: Wanda shared data on student enrollment and attrition across 2019-2020, which school staff are using as a guide to plan for 2020-2021. Staff are working to get final parent responses to open offers for spots in 2020-2021, as well as to have parents who have accepted spots submit their required documentation. In addition, Wanda will begin door-to-door visits, and school staff are reminding our current parents about the referral program. In terms of targeted sub-groups, the school continue targeted outreach efforts to English Language Learner students and students with disabilities; they expect similar enrollment numbers as 2019-2020 for these groups.
- Staffing: The school is fully staffed for 2020-2021. All 2019-2020 staff who were extended renewal offers have chosen to stay. One significant change to the organizational chart for 2020-2021 is the replacement of the two Teacher Assistant positions with Special Education Teachers, an investment determined necessary to support students who are significantly behind in addition to students with IEPs.

IV. Finance Committee Report

Mario summarized the school's financial position as strong, with no concerns or significant changes in assets. The school has a surplus because they have been below budgeted expenses. The school expects tight cash flow at the end of June and end of August, due to the timing of receiving tuition payments from the district.

In terms of ongoing state budget issues, there has been no further information about additional budget cuts to schools as of yet.

A motion was made and seconded to approve the resolution to apply for a line of credit for working capital purposes up to the amount of \$200,000; to use the Working Capital Line of Credit to resolve potential short-term cash flow issues that will be corrected upon receipt of the New York State Charter School Program Planning Grant and the per-pupil payment (due on July 1 and Sept. 1); and to authorize the Principal, Wanda Perez-Brundage, or Board Chair, Warren Hern, to execute and deliver the Line of Credit Application, Agreement, and each of the other documents necessary for M & T Bank approval.

MOTION CARRIED

- Move: Mario Urso
- Second: Kevin Overton
- Aye: Warren Hern, Michele Lawrence, Mario Urso, Kevin Railey, Wendy Ferrer, Erika Dooley, Joseph Searles, Kevin Overton, Louise Vella
- Nay: none

Alison discussed the proposed insurance package for 2020-2021, including liability, crime, property, and other operational policies. A motion was made and seconded to approve the school's insurance package. **MOTION CARRIED**

- Move: Michele Lawrence
- Second: Kevin Overton
- Aye: Warren Hern, Michele Lawrence, Mario Urso, Kevin Railey, Wendy Ferrer, Erika Dooley, Joseph Searles, Kevin Overton, Louise Vella
- Nay: none

V. Facilities Task Force

Kevin Overton stated that the committee held a meeting to explore potential options for a permanent location for the school, including discussing options for renovating non-school buildings. The Committee has reached out to potential partners who may be interested in renovations and will begin seeking such sites.

XII. Adjournment

Hearing no further business, the meeting was adjourned at 6:50 PM.