



## **AGENDA**

### **Board of Directors Meeting Full Board Meeting**

**September 29, 2025  
6:15 pm**

**The meeting will be held virtually [here via Zoom](#)**

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

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

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

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

The meeting was called to order at 6:30pm

**Members present:**

- Bill Knous
- Katherine Casey
- Kelly Fleming
- Kaylee Hart
- Sloan Macy
- Ashley Anderson
- Joseph Whitfield
- Grace Nailing
- Will Anderson
- Jessica Martin
- Ambar Suero
- Ramone Carson

**Absent:**

-Alexander Landeau

-Nikea Bland

**Staff in Attendance:**

- PJ Nyland (HANE)
- Carolyn Gallegos
- Chris Ferris
- Arizona Alli
- Jai King

| <b>Topic</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Presenter</b> | <b>Qualifier/<br/>Outcome</b>                                               |
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| <b>Call to Order- 5 minutes</b> <ul style="list-style-type: none"> <li>• Quorum Establish</li> <li>• Agenda Confirm</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Katherine        | Call to Order                                                               |
| <b>Mission and Vision - 5 mins</b> <ul style="list-style-type: none"> <li>• Mission and Vision Restated</li> <li>• Highline is a Proud DPS Charter School</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Grace            | Inform                                                                      |
| <b>Consent Agenda - 2 minutes</b> <ul style="list-style-type: none"> <li>• Motion to approve the Emergency Closure plan</li> <li>• Highline Academy FY26 Board Dashboard</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Katherine        | Vote -<br><b>motion passed</b><br>with all<br>board<br>members<br>attending |
| <b>See BOD Packet for:</b><br>Reports: <ul style="list-style-type: none"> <li>• Board Annual Roadmap</li> <li>• School Dashboards</li> <li>• Board Calendar</li> <li>• Reach Up: UIP overview</li> <li>• Principal reports UIP drafts Slides</li> <li>• June 2025 Budget to Actuals</li> <li>• ED Report Strategic Plan Update</li> <li>• Mollie Mitchell Executive Search Proposal</li> <li>• Committee Annual Roadmaps</li> </ul>                                                                                                                                                                                                                                                                                            |                  |                                                                             |
| <b>Public Comment -</b> <ul style="list-style-type: none"> <li>• One staff member wanting to go back to the traditional UnitedHealthcare plan, thought that the plan being picked with no input from staff was untenable, went into detail for how much they are paying in premiums. Suffers from migraines and is unsure if they will be able to keep the same care. They also have not been able to access certain things, like the updated COVID vaccine and had difficulties getting necessary bloodwork done. Wrote about Surest and trying to maintain a \$25 copay, they have to search for doctors where that is the copay. They can't use Highline's insurance for their prescriptions because costs would</li> </ul> | Arizona          | Inform                                                                      |

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| <p>quadruple. The raise that the board passed is negated with the increased healthcare costs. If they would've known about the increased costs they would have opted out of health insurance with Highline. They are not the only teacher that is feeling that way. Thinks that staff should be given a voice when it comes to healthcare coverage.</p> <ul style="list-style-type: none"> <li>Teacher's perspective on staff coverage at HASE: staff had a 12 hour work day and was not provided dinner, with no acknowledgement that is happening. They had added up time and had only spent 90 minutes that day where they were not directly interacting with students or parents, and thinks that the hours worked and lack of breaks could be breaking some labor laws. Has heard from other teachers that they have not felt appreciated this year. Said teachers need to be valued and heard at Highline and this must be at the forefront.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |                                |
| <p><b>Principal Update - 20 Minutes</b></p> <ul style="list-style-type: none"> <li>Both principals gave an update on the reporting dashboards and the UIP.</li> <li>DPS made an error in reporting student's FRL data in relation to assessments to CDE in 2025 and it resulted in a third of schools having inaccurate scores</li> <li>HASE had four subindicator scores</li> <li>Elementary math for FRL was seen as meets and should've been approaching</li> <li>MS math was meets and should've been approaching</li> <li>Science achievement for MS FRL was listed as meets and should've been approaching</li> <li>ELA growth in MS it was listed as approaching but should've been meets</li> <li>1 subindicator score impacted at HANE</li> <li>ELA growth was approaching and should've been meets</li> <li>HANE had big improvement - now at 51%, up from 48% last year and 34% the year before</li> <li>HANE showed results from year 3 on the clock, last year for academic achievement it "didn't meet" and academic growth was "approaching" in 2025 both were approaching - which is big sign of progress</li> <li>Went over HANE preliminary score framework for academic achievement, last year multiple categories "did not meet" and for 2025 it has been quite the turnaround, with most categories "approaching" now</li> <li>For academic growth, HANE improved a lot, going from multiple categories "approaching" last year to some "meeting" or "exceeds."</li> <li>HASE: 2024 and 2025 school year had 68.1%, academic achievement was "meets" for two years in a row, academic achievement for 2024 was "meets", this year it was "approaching" - many categories were "approaching" last year and then this year we have new data from students with disabilities that is "does not meet" and data from multilingual learners that is "do not meet"</li> <li>Middle school academic achievement at HASE went from mostly "meets" to more "approaching", and elementary academic growth improved from "approaching" to "meets"</li> <li>In school and out of school suspension had increased</li> <li>Attending board members were very excited about progress made in the past year on the accountability clock and wanted to</li> </ul> | <p>Sarah Verni-Law and Vanessa Rodriguez</p> | <p>Inform &amp; Discussion</p> |

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| <b>Finance Committee - 20 Minutes</b> <ul style="list-style-type: none"> <li>June Budget to Actuals</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Chris Ferris  | Vote<br><br><b>Approved</b><br>with all<br>members<br>attending<br>voting to<br>pass<br>motion |
| <b>Reach Together Committee - 20 Minutes</b> <ul style="list-style-type: none"> <li>Black excellence planning</li> <li>DPS board policy requiring all schools to identify and analyze academic data for black students in their school</li> <li>Reach Together Committee oversees plan</li> <li>Increasing staff diversity for HASE and possible retention goal for HANE</li> <li>Dr. Anderson developed at DU to measure whether classrooms are equitable and engaging spaces for white students</li> <li>Training teachers to do scoring with the rubric</li> <li>Dr. Anderson collecting data</li> <li>RT committee will discuss what right outcome measures are</li> <li>At next RT meeting they will look at historical data</li> <li>Will also look at student belonging</li> <li>Will make recommendations and bring back to school leaders and network team</li> <li>Final plan for approval in October</li> </ul>                                                                                                                                                                                                                                                                                                                                                                       | Ramone Carson | Inform                                                                                         |
| <b>REACH Up - 15 Minutes</b> <ul style="list-style-type: none"> <li>Reported on UIP's for HASE and HANE</li> <li>Evaluated student growth and UIP elements</li> <li><b>HASE:</b> Priority is to increase median literacy growth percentile</li> <li>Established root causes of ineffective systems to support implementation of practices</li> <li>Priority is to decrease in school and out of school suspension (had increased)</li> <li>Identified student culture as root cause</li> <li>And solution is positive behavioral interventions and supports</li> <li>Student performance priorities were identified through a comprehensive review by the admin leadership, state assessment results, social-emotional referral data, and staff surveys</li> <li>Findings were discussed with board committees</li> <li>Prioritized increasing literacy median growth percentile, increasing latino students K-3 reading at grade level or above, decreasing suspensions</li> <li>Uneven progress with groups of students</li> <li>Data analysis needs improvement and - data analysis was determined by reflection of staff and student data</li> <li>Lack of clear protocols identified</li> <li>Suspensions are bc of a lack of school wide systems and supportive student culture</li> </ul> | Bill Knous    | Inform                                                                                         |

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| <ul style="list-style-type: none"> <li>• Data analysis and reflection practices assesses student learning, analyzing assessment data and adjusting instruction</li> <li>• Went over action plans and implementation</li> <li>• <b>HANE UIP:</b></li> <li>• Increasing the % of grade level students on grade level at ELA</li> <li>• Increasing the % of 3-5 students on grade level in math</li> <li>• Identified root causes as ineffective tracking practices, ineffective systems for implementation of effective teaching practice</li> <li>• Identified ineffective at tracking systems to guide instructional planning,</li> <li>• Developing clear vision for standards, integrate data protocols</li> <li>• Operationalize MTSS</li> <li>• Return from pandemic had caused major disruption to learning</li> <li>• Low income student population hit harder, achievement scores remaining unacceptably low</li> <li>• Better systems developed for data driven instruction and better educated staff about standards about grade level instruction</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                                                                             |
| <p><b>REACH In- 30 Minutes</b></p> <ul style="list-style-type: none"> <li>• Executive Director search update</li> <li>• Surveys filled out by 8 board members, 12 teachers, 1 math lead/Team lead, 1 parent/TA</li> <li>• Schools visits on 9/4 had in person meetings with teams: principals, administrative teams and teaching staff</li> <li>• Stakeholders engaged:</li> <li>• HASE: Sarah Verni-Lau, Courtney Fry, Kevin O'Connell</li> <li>• HANE: Vanessa Rodriguez, Melissa Leach, Maya Balakier, Jen Saltos</li> <li>• Board: Katherine Casey and Bill Knous</li> <li>• Network teams: Carolyn Gallegos and Chris Ferris</li> <li>• Follow up meetings in September via zoom</li> <li>• Listening tour findings: <ul style="list-style-type: none"> <li>○ Strong diversity with commitment to DEI, and whole child approach</li> <li>○ Shared sense of purpose, mission alignment and commitment to core values,</li> <li>○ Both campuses are now rated green</li> <li>○ Financially stable - operating with surplus</li> <li>○ Fully enrolled with waitlist</li> <li>○ Community investment in future growth</li> </ul> </li> </ul> <p>Read over salient survey quotes by Highline staff members, etc</p> <p>Looked at ideal candidate profile</p> <ol style="list-style-type: none"> <li>1. Instructional and academic expertise - staff feedback</li> <li>2. Strategic and growth leadership</li> <li>3. Organizational and cultural leadership</li> </ol> <p>Discussion:</p> <ul style="list-style-type: none"> <li>- Staff had feedback for a candidate who had instructional expertise</li> </ul> <p>Matthew Telles gave suggestions on how to get parents more involved in surveys, especially those whose first language isn't english and making it more accessible</p> <p>Board discussed how some parents might not know what exactly ED does and it might be affecting their participation</p> <p>Various differences in campuses and engagement</p> <p>Chris Ferris talked about some of her weaknesses and how it could be</p> | Katherine Casey | <p>Vote</p> <p><b>All present board members voted to approve motion</b></p> |

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| <p>improved upon with next ED<br/> Looked at timeline<br/> -Sept - internal preparation<br/> -Oct/Nov - search launch<br/> -November/January - identify 5-6 semi-finalist candidates<br/> Board extends offer to candidate by end of January<br/> Went over next steps - revising job description, will finalize by 10/8<br/> <b>Current SC composition:</b></p> <ul style="list-style-type: none"> <li>• Sarah Verni-Lau</li> <li>• Vanessa Rodriguez</li> <li>• Ramone Carson</li> <li>• Katherine Casey</li> <li>• Bill Knous</li> <li>• Joe Whitfield</li> <li>• Matthew Telles</li> <li>• Ambar Suero</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |              |                       |
| <p><b>ED Update - Strategic plan update</b><br/> Draft BHAGS - thriving through transition<br/> Went over option 1 (by August of 2028, HA will implement and codify ECE-8 model that enhances student learning and lifts up communities<br/> Option 2: by 2028 HA will have successfully transitioned to a new ED and two schools thriving, despite facing education funding challenges<br/> Option 3: HA will “thrive through transition”<br/> BHAG (16 respondents)<br/> - option 3 is at 50%<br/> -Option 2 is at 31%<br/> -Option 1 is at 6.2%<br/> -other is at 12%<br/> Overall sentiment is that we still have some work to do<br/> -Values as anti-racist org are embedded throughout our strategic priorities moving forward<br/> - Anti-racist organization embedded into proposed strategic priorities</p> <ul style="list-style-type: none"> <li>• -Board reflections: <ul style="list-style-type: none"> <li>○ Commitment to action: strong agreement (non-negotiable)</li> <li>○ Language and climate risk: significant concern</li> <li>○ Recommendation is to integrate anti-racist metrics and principles throughout the plan, be strategic and creative</li> </ul> </li> <li>- Education partners - unleashed crosswalk <ul style="list-style-type: none"> <li>- Academic excellence</li> <li>- Financial and operational excellence</li> <li>- Student culture and community</li> <li>- Employee experience</li> <li>- impact</li> </ul> </li> </ul> <p>-Strategic priorities<br/> -Recommended strategic priorities<br/> -Ed Partners priorities and strategic actions/proposed priorities and initiatives<br/> -Board reflections:</p> <ul style="list-style-type: none"> <li>• Outcomes must be smart (high agreement)</li> <li>• Crosswalks are helpful but link still needs clarity (split/unclear)</li> <li>• Values integration (high agreement)</li> </ul> <p>For discussion:</p> <ul style="list-style-type: none"> <li>- Shift time horizon to allow for new ED to be a part of the strategic planning process,</li> </ul> | Chris Ferris | Inform/<br>Discussion |

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| <ul style="list-style-type: none"> <li>- 9 month action plan</li> <li>- 3 year strategic plan</li> <li>- Board agreed on "Portrait of a Graduate" and engaging more parents and students</li> <li>- Board was split on growth or keeping just two schools for now, there was discussion from Jessica about expanding outside of Denver, Jessica was against it because the demographics outside of Denver aren't conducive to the student population that Highline serves.</li> <li>- Chris said that HA wasn't looking to expand outside of Denver (for now)</li> <li>- Board talked about how long term plan can be a bit uncertain because of current state of federal government and education funding</li> <li>- DPS board chair isn't as supportive of charters</li> <li>- Board agreed that we needed to bring on a new ED</li> </ul> |                 |                                                            |
| <b>Old Business – 2 Minutes</b> <ul style="list-style-type: none"> <li>• Reminder for board commitments</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Arizona Alli    | Inform                                                     |
| <b>Reminders/Announcements</b> <ul style="list-style-type: none"> <li>• Next board meeting date October 27th</li> <li>• HANE Harvest Fall Festival</li> <li>• HASE Fall Festival</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Kelly Fleming   | Inform                                                     |
| <b>Adjournment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Katherine Casey | Adjourn<br><br><b>All members present voted to adjourn</b> |