

INVEST COLLEGIATE CONSORTIUM Inc.

MEETING MINUTES

Having consented to the time and place of a “special call” meeting of the Board of Directors of Invest Collegiate Consortium, Inc. (“ICC”), the Directors of ICC held a mini-retreat on Saturday, February 24, 2018 at 8:00 AM in a conference room at Beacon Partners, 500 East Morehead Street, Suite 200, Charlotte, NC 28202. Dial in conference call number: 515-739-1539. Access Code: 820426

The meeting presided over by Dr. Eddie Hoover, board chair, and Yolanda M. Malachi recorded the minutes. The “Order of Business” was as follows:

ROLL CALL: The meeting was called to order at 8:08 AM by Dr. Eddie Hoover, the roll was called, and the following directors were physically present:

Debra Frazier, Eddie Hoover, Pete Lash, Yolanda M. Malachi, and James Merrifield.

OTHERS PRESENT: –Danah Telfaire (Head of School) and Yolanda McClary, who was released prior to the roll call as her presence was not required for this meeting. Neither was Ms. Telfaire, but she was retained for the first half of the session to answer questions, and provide clarity to issues of importance and substance to the board.

PUBLIC PARTICIPATION: No parents, faculty or guests were present or on the open line.

ITEM 1 - Approval of meeting agenda and February 8, 2018 meeting minutes. Debra Frazier moved to accept the agenda, Pete Lash second, and the motion carried unanimously.

Approval of February 8, 2018 meeting minutes; James Merrifield moved to accept the minutes, Pete Lash seconded, and the motion carried.

ITEM 2 – School’s Enrollment Goals for 2018-19:

- Enrollment –The board discussed, and finally agreed upon an enrollment goal of 550 “Champions” to be reported to NC-DPI/NCACS for the 2018-2019 school year. This will fall far short of our ‘self-proclaimed’ “break-even point fiscally” were we to enroll 620 students. Discussion ensued to the probability of reaching such an enrollment absent a transportation system, and director Pete Lash volunteered to investigate fulfilling this need. Chairman Dr. Hoover reminded him of the liaison between the former Director of Transportation at

Sugar Creek Charter School, Mr. Vince Givens (704 – 724 – 7318 {He does not do E-mail}, who supervised the Wilkerson Blvd. branch of the CMS transportation system for years before he retired in 2016. We decided that our focus should be to fill the fourth classrooms for kindergarten through third grade. We want to grow, but not too fast, and we want to BRAND our students from Day – One, and NOT to have to import hundreds of students from CMS every year who are performing two- grade levels below where they should be, thus diminishing IC – T's overall grade level as viewed by the State. Professional development for collegiate leaders in teaching in open space classrooms and family or new parent orientation for new families new to open space learning was discussed, and, some students/teachers are not equipped to succeed in such an environment. We discussed ways to help parents and students decide if this was the most appropriate environment for them. There is a kindergarten readiness assessment and Mrs. Danah Telfaire will look into having a readiness assessment for all grade levels

- Transportation – Will enrollment increase if the school provided transportation? Mrs. Danah Telfaire thinks enrollment will increase if the school provides transportation even if it is just shuttle stops. Pete Lash will take the lead in providing additional information for school transportation, and will provide some cost options at the March 8th board meeting.
- Meal Plan – Mrs. Danah Telfaire is working on a 21st century grant that will provide meals for all students. Mrs. Danah Telfaire also stated that if parents complete the required form for meals, the school can get money to provide breakfast and lunch. The PTO will take lead in ensuring parents complete the required form for the 2018-2019 school year.
- Marketing and Rebranding – School ad will show for eight weeks at Northlake AMC movie theater, ½ page ad in the Charlotte Kids Directory, and radio ad will cost \$1200 for three weeks. Pete Lash will get with Mrs. Danah Telfaire to provide information about a marketing company who will work with the school on rebranding
- Review of functionality of management team/ front office personnel in terms of “best practices”: Pete Lash suggested working with Mrs. Danah Telfaire to get an external expert person with critical experiences in running a charter school to work with our top management, and ultimately to make recommendations about administrative efficiency, how to improve upon it, and how to make the Head of School more efficient and productive in her role in developing faculty and staff at all levels. Pete Lash also suggested a staffing audit of both front office personnel and teaching faculty, which the board supported. Based on the audit Pete Lash, Yolanda M. Malachi, and Danah Telfaire will create a Staffing Model for the next school year. The audit will

focus on strengths, weaknesses, grades, enrollment, curriculum, and job descriptions.

- Head Start Partnership – Head Start is looking for new spaces for the next school year. Yolanda M. Malachi spoke to the Head Start director about leasing classroom spaces to Head Start. Head Start director will provide a list of what they look for when leasing classrooms, and will schedule a date and time to tour the school. The goal is to lease at least four classrooms to Head Start. Yolanda M. Malachi will have an update at the March 8th board meeting.

Item 3: School Charter:

- Charter Amendment – Dr. Eddie Hoover, Mrs. Danah Telfaire, and the leadership team will review the charter and will have amendments ready for discussion at the April 12th board meeting. Invest Collegiate Transform's charter renewal is in 2023.
- Fiscal Policy – Pete Lash will work with the Ms. Debra Frazier and the Finance Committee to update the board's fiscal policy. Update will be ready for review at the April 12th board meeting along with strategies to reduce the short-term deficit Board member Pete Lash suggested that the \$2.4 million dollar debt be considered in the long term, but that we MUST find a way to retire or significantly diminish our short term debt over the next month of some \$160,000 in order to maintain credibility with our bank's note holder.
- Vision and Mission Statement – the board brainstormed ideas that answers who are we, what we are, and how do we get there
Who are we? K-8 Title One Liberal Arts Public School that provides
 1. Open Space Learning
 2. Small Group Instruction & data driven instruction practices
 3. STEAM integrated curriculum
 4. Honors and Advanced Placement Courses for Middle School

How do we get there? Providing licensed, highly qualified teachers

- Parent Appreciation Night – Mrs. Danah Telfaire will provide a few dates for parent appreciation night with the board members. The goal is family retention and how to keep families at Invest Collegiate Transform.
- DPI Plan – Pete Lash suggested board will play a bigger role in communicating with DPI and needs to be proactive. Dr. Eddie Hoover will take the lead in writing a letter to DPI that will highlight school changes, new board members, separation of IC Imagine and Transform boards, additional support to school and Head of School, finances, contacts, and in-house staff.

Dr. Hoover will have letter ready by March 8th board meeting. Stephanie Clark will e-mail Mrs. Danah Telfaire monthly license report and Deana from DPI is willing to come to us to train current and new board members.

Item 4: Nominating Committee – The Nominating Committee met and recommends the following steps:

1. Focus should be on recruiting board members with expertise as follows:
 - a. Budget/finance
 - b. Grant writing
 - c. Charter school governance
 - d. Charter School Academics (education, background)
 - e. Fund raising
 - f. General leadership – non-profit board experience
 - g. Legal & human resources
 - h. A 2nd parent member
2. Recruit candidates with overlapping skill sets where possible. Initial focus: To find 4 replacement members to include and cover categories a, c, d & f.
3. Add Nominating Committee to By-Laws
4. The Board should provide a “Vision Statement” for the school to be used in the recruitment and presentations processes of the school for both recruitment of students and support from businesses and philanthropies.

The nominating committee will meet with all new potential board candidates before bringing nominations to the board. Pete Lash suggested we need to recruit community members who are connected to and familiar with the educational mission of charter schools. An example was Ms. Carlenia Ivory, a dedicated CMS school official, but whose efforts might be more suited towards CMS than charter schools.

Item 5: Financial Review – The finance committee met and was able to create clear and concise cash flow data. The deficit has been reduced to \$160,000 but there are still outstanding expenses that need to be paid and negotiated. The finance committee will review staffing roles and effectiveness, contracts, and will have consulting information by the March 8th business meeting.

ITEM 6 – New Business: No new business was presented.

ADJOURNMENT: There being no further business of the board, James Merrifield moved to adjourn the meeting, which was second by Debra Frazier, and the meeting was adjourned at 12:14 p. m. by unanimous vote. It was decided that there was no

need for another Finance Committee meeting in advance of the next regularly scheduled board meeting on March 8, 2018.

Respectfully Submitted,

Yolanda M. Malachi

Secretary

Invest Collegiate Consortium