## Integration Charter Schools

### Board of Trustees Meeting

**Minutes**  
**April 18, 2019 @ 6:35PM**

| Trustees Present | Joseph Carroll, Sheldon Blackman, Denise Henick, Martin Krongold, Jill Patel, Richard Fragiacomo, Deborah Miller, David Lehr  
Via teleconference: Dirk Tilliston  
Via telephone: Tom Scarangello |
| Trustees Absent | Robin Lefkowitz, Michael Caridi, Doris Schueler, Bonnie Fritz, Nelly Tournaki |
| Staff Present | Kenneth Byalin, Dana Volini |
| Parents Present | None |
| Others Present | None |

### Adoption of Agenda

A motion was made by David Lehr, seconded by Martin Krongold and unanimously approved to accept the amended agenda for the April 18, 2019 meeting date including the Presidents Report.

### Approval of Minutes

A motion was made by David Lehr, seconded by Jill Patel and unanimously approved to accept the minutes from the March 13, 2019 meeting.

### President’s Highlights

President’s Report to the Board of Trustees – April 21, 2019

**Annual Review**

We are a people development system built around our core value, “Foster lifelong learning,” a value which undergirds both our instruction system and our human resources system. It applies to both students and staff. Our Annual Review process is a component of that system. Our intention is to provide each staff member with an annual opportunity to reflect on the previous year, to take stock of accomplishments, examine progress toward personal long-term goals, and set targets for the coming year. Each staff member initiates the annual review process by completing a Self-Evaluation form. This document forms the basis for a discussion with the staff member’s supervisor and, where relevant, with others who are able to contribute objective data and observations to the reflective assessment process. A summary of that discussion is prepared by the supervisor, including, where relevant, the supervisor’s recommendation for promotion/non-promotion. Recommendations for promotion/non-promotion are reviewed collectively. All promotion/non-promotion recommendations for Assistant Principals, Department Heads and above are reviewed by the Cabinet. All recommendations for promotion/non-promotion of teachers, counselors, teacher assistants, and
school aides are reviewed by the Instructional Cabinet. The addition of Ron Carara, Director of Human Resources, to our management team has enabled us to move rapidly to implement this process. Ron has been working closely with Theresa Peterford, our Vice President of Career Development and Student Integration, and we are hoping to fully implement this process this Spring.

Facilities Update
Construction of Corporate Commons 3 is proceeding extremely slowly. Clearly, we are not moving in on time for the opening of the 2019-20 school year. The earliest occupancy date would seem to be January 1. As a result, planned increases in Lavelle Prep Elementary enrollment will be delayed again. We expect the Elementary Division 5th grade to continue to share space with the Lavelle Middle School until we can move into CC3. We will attempt to accommodate growth of the Nicotra Early College CS by utilizing temporary space at Above at the Hilton as well as continuing use of facilities on the first floor of the Hampton Inn. At the same time, we are exploring the possibility of moving NECCS to an available school site elsewhere on the Island for one year. We have finally a maximum construction budget for the CC3 build out, $11.5 million. We are working on alternatives for trimming costs substantially. At the same time, we are working with our investment bankers at DA Davidson to obtain a construction loan from People’s United to cover the balance of the construction costs. (The landlord is committed to contributing $4 million of this, and we have already put up $2 million). And we are moving forward on our goal of finding a home for Richmond Prep CS. We have made a bid on a property on Willow Ave. We are proposing a ten-year lease with an option to buy. We are hoping to reach agreement with the sellers on the term sheet shortly.

Leadership Update
If you were at the last month’s Futures of Education Luncheon, you heard the following announcements. Chris Zilinski has been appointed the Founding Principal of Richmond Prep CS beginning in 2020. Next year, he will be dividing his time between preparing for that opening and transitioning out of Lavelle Prep. This is a wonderful milestone in our evolution as Chris will be our first “homegrown” Founding Principal. Dori Rexha will be returning to Lavelle Prep as high school assistant principal from Nicotra CS where she has served as Founding AP. In 2020, it is anticipated that Dori will become principal of the LP High school division, while Kristina Mazza, currently the LP Upper Division AP, will become Principal of the LP Middle School Division. Finally, Jess Carnavas, currently LP 8th grade leader, will be moving next year to the Nicotra CS as Assistant Principal. We are very proud of all of them. On the administrative side, we are very pleased that Catherine Uttaro, a native Staten Islander, will be returning home from St. Louis, where she has been working at Beyer, to become our first Director of Financial Planning and Reporting. The determination to create this position grew out of the recommendations which we received in early January from the consultant recommended by our auditors to assess our
financial operations. Of the many important recommendations which we received most crucial was to address the overload on the Director of Finance, dividing that role between a Controller and a Director of Financial Planning and Reporting. This has now been accomplished. Finally, I am very pleased to share two changes in Cabinet. Dana Volini’s title has been changed to VP for Administration more accurately reflecting the scope of her responsibilities. And going forward Mary Cottingham will be Vice President for External Affairs and Chief of Staff, acknowledging the very large and important role which she plays at ICS.

Featured Highlights
It’s all about the teamwork. Last week we had a challenging situation in the elementary afterschool program. One of the 4th grade students was in a dangerous situation. Her friends told their teacher, Paola Silva, that their friend wanted to kill herself. When Paola talked to the student, she confirmed it. She reported crying at night and feeling “down and alone.” Although the elementary division has two full-time counselors as well as student social work interns during the day, there are no counselors in the afterschool program. Paola called one of the counselors, Shannon Crisalli at home. Shannon called, Director of Counseling, Diane DiSalvo. They developed a plan. Another member of the counseling team Lori Fiacco was on duty that evening in New Ventures. Lori would bring the student to the counseling office and then with Shannon on the phone to help, they would evaluate the risk to the student. Upon questioning, the student admitted that she has been feeling down since December, that everything she used to enjoy, like drawing, no longer gave her pleasure. She couldn’t identify anything she liked about herself. The counselors again consulted with Diane. The decision was made to send the student to the ER for evaluation. Meeting with the student again, the counselors explained that they cared about her and that her safety was most important. “Because we really want to help you feel better, we are going to send you to a doctor.” The counselors explained that the doctor will probably ask a lot of the same questions the counselors did and how important it is to be honest. The counselors explained that an ambulance 3 would take her and that although ambulances can be very scary, you will get to see the doctor a lot sooner. “Someone will ride with you”. The student said she was most nervous about her Mom “getting mad”. Both counselors understood. They would try to help her mother understand the situation. Mom was called and she responded in a concerned way. She said she did notice her daughter had been acting differently lately but thought she was down because she didn’t get the lead in a play. The counselors assured her that they knew how hard this must be to hear and how important it was that her daughter feel supported. They explained that she was worried that her Mom would be upset or mad. Mom said, of course, she would not be and was on her way to the school. Mom came immediately school. Mom told her daughter that she loved her and didn’t want to lose her and would always help her. The little girl jumped into her mother’s arms, and they were both crying. Mom rode with her in the ambulance. The
next day, Shannon met with the student and had breakfast with her. She had been comfortable speaking to the doctor at the hospital and had told him everything she’d told the counselors. The doctor had referred her for outside therapy. She and her Mom had had a heart-to-heart after, and Mom expressed to her that she could always come to her when she is feeling sad and she will help her. on a scale of 1-10, yesterday she was at a 2 and today she is at 5 because it felt better to be able to speak to Lori and Shannon and the hospital doctor. Shannon also checked in with Mom. She was happy that her daughter was able to share her feelings. This way so she could get her the help she needs. That’s great teamwork.

Do we at ICS walk the walk the “values walk”, or do we just talk the talk? Lavelle Prep Upper Division Science Coach, David Farrell, shared the following reflection: “Sometimes when you are in the thick of things, your perspective gets muddled. We find ourselves honing in on our most behavioral or most academically challenged students. This shifts our focus onto the problems we are dealing with and our own failures, especially our failures to meet our own expectations. When you are this close to the problems and focusing on them so much, it can be hard to see if we are really living up to our values. However, every once in a while something happens that can re-adjust our perspectives to a degree in which we see all the good that we do accomplish, both as individuals and as an institution. “For me, this shift in perspective came when one of our Science teachers moved to Florida a few months ago. He was dealing with some personal issues and felt it was in his best interest to leave New York and restart his life in Florida. He really loved working here at Lavelle Prep and we miss him. In fact, we miss him so much we organized a video chat during our most recent Science meeting. We discussed how things were going for him, and we were struck by some of the things he experienced. “In his new school, he told us, teachers do not collaborate and share lessons. There is no one within his department that helps to guide him. An entire class of English Language Learners have no institutional supports and it is on the teacher to figure everything out. In fact, the students are held to little or no expectations of success. When he first arrived, he asked the kids what they did with the last teacher. Their response was worksheets. Then he asked what they did when they were done with the worksheets, and they replied that they simply go on their phones to pass the time. In fact, there were little to no behavioral problems because they were held to no expectations. They just go on their phones when there is nothing to do, zoning out of reality and into their own digital worlds. He mentioned how he had no idea that an institution of learning could be so apathetic and personally isolating. He thanked all of us for our collaboration and support while he was here. He mentioned that despite the challenges we face on a daily basis, we clearly hold our students to higher expectations and really do care. “I am so thankful for this chat because now I remember to step back and celebrate on the positives that we bring to the table. Yes, we have challenges. However, these challenges only exist because we care. As an institution, we support collaboration and support for teachers in a way that may not exist elsewhere and it is integral in
both our success as educators and our success as people. Lavelle is successful because as an institution we build these supports for our teachers and students. Even though we are growing, we are a family that is growing. We feel it. I believe that we do walk the walk, as the saying goes, though it sometimes takes a different perspective to see it.” Thank you, Dave

### Committee Meetings/Reports

- **Executive Report**
  The committee met on 4/10.

**Changes in Management**
- Dana Volini- VP of Administration
- Mary Cottingham- VP of External Affairs/Chief of Staff
- Theresa Peterford-Working on Title

Catherine Uttaro- Hired as Director of Financial Planning
Priya Iddamalgado- New title= Controller

Chris Zilinski- will become founding RPCS Principal in 2020
Dori Rexha- becomes H.S. LP Principal in 2020; AP in 2019
Kristina Mazza- becomes Middle School LP Principal in 2020; AP in 2019
Jessica Carnavas- becomes Asst. Principal at Nicotra

**Facilities and Annual Review Process**
Dr. Ken Byalin reviewed these during the Presidents Highlights.

**Enrollment Issues**
The goal is to have 300 students enrolled in the Nicotra Early College Charter School by September 2020. Our lottery applications have increased this year from last.

A motion was made by David Lehr, seconded by Richard Fragiacomo and unanimous by all to accept the Executive Committee Report.

- **Finance & Audit Report**
The finance committee met on April 10, 2019.

The YTD budgeted versus actual and cash flow statements were reviewed.

Net projected income is about $1 million, about $200k below budget because of lower than expected enrollments.

We expected to end the year with a closing cash balance of about $1.2 million and reserves of about $1.7 million.

Negotiations for a buildout loan of about $4 million to $5.5 million continue.
A motion was made by Jill Patel, seconded by David Lehr and unanimous by all to accept the Finance & Audit Committee Report.

- **Governance and Nominating Report**

  Governance & Nominating Committee met on 4/15/2019, the following people were present:

  Brian Laline resigned effective March 29, 2019. The committee recommends Ken reach out to see if he would like to be on the communications task force once it’s created.

  Tom Scarangello discussed an alternative way to have people help ICS without committing to the Board, would be to create an advisory board/task force. Another option would be for them to serve on the Foundation Board.

  The committee agrees that past Trustee John Strand is recommend for re-joining the Board without having to go through the interview process again. Before John is invited back Deborah Miller will contact him personally and have a conversation regarding “what is expected of an ICS Trustee”. Once Mary receives an updated resume from John she will circulate to the Board for review.

  The committee had some reservations having Barrington Burke-Green join the Board considering his current role as the president & CEO of VNA (a non-for profit). Could there be potential conflict of interest around fundraising efforts? David Lehr plans to have a conversation with him.

  Mary is scheduled to have lunch with Dolores Morris to discuss next steps and help with paper work on Tuesday, 4/16.

  Tom Scarangello discussed an alternative way to have people help ICS without committing to the Board would be to create an advisory board/task force. Another option would be to serve on the Foundation Board.

  The committee feels more effort is needed around getting our “name” out in the public, stronger push for social media on ALL schools.

  The committee members would like a tour of the Nicotra school site. Mary will arrange after spring break 2019.

  Deborah Miller forwarded a list of potential *Trustee candidates* to Robin Lefkowitz for review.
A motion was made by Sheldon Blackman, seconded by Doris Schueler and unanimous by all to accept the Governance and Nominating Committee report.

- **Education and Accountability Report**

The Committee met but there is no report this month.

- **ICS Fundraising/Development Committee**

Notes from the meeting on March 18, 2019

Present: Tom Scarangello, Mike Caridi, Denise Henick, Ken Byalin, Evelyn Finn, Aimee Horowitz, Ron Carara, Mary Cottingham, Elaine Bartley, Erin Celletti, and Jill Patel

**Board pledges to date** – A final reconciliation of Board members’ giving has been completed and all donations have been recorded in the eTapestry software.

**Board pledges for 2019** – Jill will send a letter to all Board members asking for a 2019 commitment and members of this committee will follow up with a phone call to each. The Governance and Nominating Committee will also be asked to make this expectation clear to potential Board members.

**2019 potential donors**

- ECHO – Pending Mike speaking to Phil to invite key members to a tour of the schools.
- Murray Berman – Tom will speak to him about a school tour and lunch
- Krishne Urs, MD – cannot be approached until 2020
- SIEDC – Mary will distribute the list of members to this committee for discussion
- Marcello Sciarrino and John Aaronson, partners in Island Auto Group – do we have a contact?
- Jerry Burt of C B Contracting Corporation – do we have a contact?

**Business partnerships** – a plan for developing donations from business partners will be discussed at a future meeting.

**Marketing strategy** – Erin will work with others including Brian Laline to craft a strategy that will guide developing materials and channels.

A motion was made by David Lehr, seconded by Richard Fragiacomo and unanimous by all to accept the Governance and Nominating Committee report.
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<th>Executive Session</th>
<th>The board went into executive session. The Executive Committee will complete the evaluation of the President.</th>
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<td><strong>Adjournment</strong></td>
<td>The meeting adjourned at 7:28 PM. The next Board of Trustees meeting is scheduled for May 23, 2019.</td>
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