## Integration Charter Schools

### Board of Trustees Meeting

#### Minutes
**October 24, 2019 @ 6:30PM**

| Trustees Present | Jill Patel, Bonnie Fritz, Nelly Tournaki, Mike Caridi, Joe Caroll, Denise Henick, Richard Fragiacomo, Doris Schueler, Robin Lefkowitz, Via teleconference: Dirk Tilloton, Bonnie Fritz, John Strand |
| Trustees Absent | Sheldon Blackman, Deborah Miller, David Lehr, Tom Scarangello, Martin Krongold |
| Staff Present | Theresa Peterford, Ken Byalin, Mary Cottingham |
| Parents Present | None |
| Others Present | |
| **Adoption of Agenda** | A motion was made by Michael Cardi, seconded by Bonnie Fritz and unanimously approved to accept the agenda for the October 24, 2019 meeting date. |
| **Approval of Minutes** | Pending approval until after the 11/20/2019 Education & Accountability meeting. |
| **Adoption of Minutes** | Questions arose regarding proficiency in the Middle & Elementary Schools during the September Education & Accountability Committee report at the Board meeting. The following information clarifies the misunderstanding. |
| | • ELA Proficiency: A higher percentage of students in grades 4, 7, and 8 scored at proficient (level 3 or 4) on the ELA state exam in 18-19 than students in those grades in 17-18. |
| | • Math Proficiency: A higher percentage of students in grade 8 scored at proficient (level 3 or 4) on the math state exam in 18-19 than students in that grade in 17-18. |
| **Committee Meetings/Reports** | **Executive Committee Report**: The Committee met on 10/16/2019 Present: Deborah Miller, Shelly Blackman, Dirk Tillotson, Ken Byalin, Mary Cottingham, and Jill Patel |
Corporate Commons 3
The cost has been reduced by eliminating the culinary kitchen and by eliminating all the high-end finishes. The culinary program in New Ventures is no longer a career track but is a very success method of teaching chemistry and other subjects. As a result, the specialized kitchen is no longer required. New Ventures will now have two tracks – the original high school diploma focused field-based curriculum for those 16 and over who are under-credited, and a new, also high school diploma focused daytime track for those over 14 who are already under-credited and struggling in the public schools.

The preliminary cost for CC3 is about $10M; $2M of ICS funds, $4M from Nicotra, and about $4M to be borrowed from Peoples United Bank. The space is expected to be ready by September 2020.

Eltingville Lutheran
The Nicotra Early College School is now occupying this space and the kids and teachers are extremely pleased to be housed in a proper school. We are involved in two legal actions; the Synod is suing the church in Staten Island Court, and the Synod is suing us in Manhattan Court. We have put October rent in escrow and are awaiting the Court’s decision about whether the money can be paid to Eltingville Lutheran for their operating expenses. The Nicotra School will move to CC3 next September.

Richmond Prep
Richmond Prep will open in September 2020 and it is unlikely we will a permanent home for it by then. Options for the first school year include Eltingville Lutheran, our current trailers, and St. Joseph’s School. Permanent locations under consideration include an empty lot on Bay and Hannah and another vacant lot below Hylan Boulevard. Richmond Prep needs to be sited away from our current campus at Corporate Commons in order to serve other parts of the Island.

The Future of Education Luncheon
The annual event will be held on Friday, October 18, 2019 and will feature a video on DBT skills called “Riding the Wave”.

New Ventures Charter Renewal
The Board prep session for the New Ventures site visit will be held on Friday, October 18, 2019.

ICS Annual Board Meeting
The annual Board meeting will be held Thursday, November 21 and all are encouraged to attend and vote for the proposed slate of officers.

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

Present were Shelly Blackman, Richard Fragiacomo, Jill Patel, Ken Byalin, Dana Volini, and Catherine Uttaro.

Operating results
The September operating results show a lower net income than budgeted for the month and a year-end projection of slightly lower net income. Revenue is down significantly because of the shortfall in enrollment in Nicotra Early College and in New Ventures. There are offsetting reductions in expenses because of savings in salaries and rent. The Committee may revise this year’s budget if these changes continue for the next couple of months.

Cash flow
September showed a negative cash balance, as was predicted for alternate months. Year-end projections show a very modest cash balance of $646,000.

2017 – 2018 Audit
Last year’s financial audit resulted in a number of recommendations. In response, ICS hired a consultant and developed a prioritized list of corrective actions to be taken. All the high priority items have been completed, the medium priority recommendations have either been completed, are in progress, or are not applicable yet. Most of the low priority items have still to be addressed. The audit conference for the 2018 – 2019 audit will take place shortly.

A motion was made by Robin Lefkowitz, seconded by Richard Fragiacomo, and unanimous by all to accept the Finance & Audit Committee Report.

• Governance and Nominating Committee Report: The Committee met on 10/21/2019

Present: David Lehr, Robin Lefkowitz, Joe Carroll, Mary Cottingham

Slate of Proposed Officers up for election (1 year term)
Chair: Deborah Miller
Vice Chair: Jill Patel
Treasurer: David Lehr
Secretary: Richard Fragiacomo
At Large: Dirk Tillotson

Slate of Proposed Trustees up for re-election (3 year term)
Sheldon Blackman
Joseph Carroll
Robin Lefkowitz
Doris Schueler
Thomas Scarangello
Nelly Tournaki

Next Steps: Rev. Maggie Howard & Dr. Kathy Layne to meet with Ken and Mary to help answer questions about the school. Elaine will coordinate.

Prepare the slate for Committees.

Invite new Trustees to the retreat.

It was recommended that ICS organize another Board Mixer to welcome the new trustees. Similar to the Blue event we ran a few years back.

Ken suggests the Governance & Nominating committee give a closer look at the age and skillsets of potential new trustees.

A motion was made by Nelly Tournaki, seconded by Richard Fragiacomo, and unanimous by all to accept the Governance and Nominating Committee Report.

- **Education and Accountability Report:** The committee met on 10/23/2019

The Committee went through the New Ventures data for the renewal. The 5 and 6 year graduation rates far exceed the averages for other NYS transfer schools. Our 6 year graduation rate, at 74%, far exceeds the state’s transfer school graduation rate of 47%. It’s important to note that it does not mean our students graduate 6 years after joining us – rather it is cumulative amount of time it takes our students to graduate since enrolling in the 9th grade elsewhere. We have also consistently outperformed the average NYS transfer school graduation rate for students with disabilities, for which we are especially proud of.

Our persistence rate (a measurement of students that are either still enrolled with us OR have graduated and have not withdrawn from school) is also something to be incredibly proud of, as it has averaged to 91% over the past 5 years.

New Ventures acknowledged areas of improvement, of which we have already begun addressing with various interventions aimed at improving our Regents outcomes. Though we have shown an increase, our Regents scores still do not exceed New York State. As part of these initiatives, NV switched from semesters to trimesters, and began offering complementary English courses for US History Regents and Global History Regents that focus specifically on the DBQ (a lengthy, data based question on the Regent exam) and Thematic Essay (the significant writing task.) NV also hired a fulltime secondary math teacher, now has an instructional coach working with all teachers, and students are now required to sit for a preparatory course before taking a Regents exam.
School Quality Survey: Select Student Responses
In evaluating the 2018-2019 student survey responses, it was noticed that student responses, in certain situations, contradicted themselves. In an effort to examine how and why, it was determined that perhaps students did not read the survey correctly or perhaps did not take it as seriously as we had hoped.

New Ventures
46% of students say they are challenged in most or all of their classes
  o Is being addressed by:
    o Danielson PDs focusing on rigor
    o Instructional coach meets with each department weekly

* Other questions to consider:
  o 92% of students felt they are learning a lot in their classes to prepare them for the next level
  o 86% of students said that their classes make them think critically

Lavelle Prep
56% of students say that their teachers support them when they are upset
  o Is being addressed by:
    o Plan to make better use of our period 8 "Cohort" meetings to address the students who may not get the attention that others do
    o Use the new co teaching model as a way to engage students who are withdrawn or disengaged from instruction

62% of students say that their teachers always do what they say they will do
  o Is being addressed by:
    o Plan to work with teachers to build classroom structures that allow students to earn positive recognition and working with teachers to understand the importance of follow-through.
    o With the new leadership structure in place, LP will follow up on the goals and structures teachers are building during 1:1 teacher meetings. These meetings emphasize the importance of being consistent and doing what they said they would do with their class.

* Other questions to consider:
  o 87% of students say that there is at least one adult in the school that they can confide in

Nicotra
57% of students say that students say that students rarely or never
harass, bully, or intimidate other students at their school
  o Is being addressed by:
    o Creating a culture of respect for all
      o Developing a student government
      o Upstander contest
      o Anti-Bullying assembly and pledge
      o Use of Restorative Justice
  * Other questions to consider:
    o 80% of students say they feel safe in the hallways, bathrooms, locker rooms, and cafeteria
    o 89% of students say they feel safe in their classroom

Trustee Nelly Tournaki mentioned the recent publication of the 2nd article, “Predicting GPAs with Executive Functioning Assessed by Teachers and by Adolescents Themselves” written by William Ellery Samuels, Nelly Tournaki, Stanley Sacks, JoAnn Sacks, Sheldon Blackman, Kenneth Byalin & Christopher Zilinski.

Dirk Tillotson thought we should add the DBT Video, Riding the Wave to the schools’ social media as a tool to show the work happening at ICS.

A motion was made by Joe Carroll seconded by Doris Schueler and unanimous by all to accept Education and Accountability Committee report.

*ICS Fundraising/Development Committee Report:* The committee met on 10/16/2019

Present: Mike Caridi, Denise Henick, Mary Cottingham, Elaine Bartley, and Jill Patel

Board pledges for 2019 – Board members will be reminded at the October Board Meeting to send their checks with their 2019 commitment. Most Board members have yet to make their pledge.

Board fund-raising plan – building on the Asking Matters Board training in September, the Fundraising Committee will develop a plan for Board fundraising for 2010. This will include

Programs for which money is being raised - a list of 4 or 5 major programs (music program, after school expansion, sports program) to be compiled by staff). The Fundraising Committee will prioritize programs and amounts for 2010

Plan to target individual donors who are able to contributed at least $2,500, who are interested in the prioritized program, and with whom a Board member has a connection

All Board members will be invited to a school tour to become more
familiar with the specifics of our programs

**Fundraising Committee** – The Committee is looking for additional members both from the Board and outside. A standing meeting time of 8:00 am on the 2nd Thursday of the month has been adopted.

Next meeting – The next ICS Fundraising Committee will be held at 8:00 am on Thursday, November 14, 2019.

A motion was made by Michael Caridi, seconded by Denise Henick and unanimous by all to accept ICS Fundraising Committee report.

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<th>President’s Report</th>
<th>The Spirit of IDEA</th>
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<td>One of the biggest challenges facing us this year is to bring our Special Education services in close alignment with the Individuals with Disabilities Education Act (IDEA).</td>
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<td>We have been and remain committed to a primary instructional model in which all of our teachers will be dually certified in special education as well as highly qualified (if not certified) in the content area in which they are teaching. That was always our plan but before we opened, before we even started recruiting for founding faculty members, Michael Duffy, then head of the DOE Charter School Office, asked what we were going to do if we were unable to find enough dually-certified teachers.</td>
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<td>The alternative plan we developed was to have two teachers in the room, one with the content expertise and the other with SPED certification. In our first year, we implemented this alternative in one of two ways. During their prep periods, our dually certified teachers pushed in with content specialists and were paid extra for having to do more of their prep on their own time at home. When we didn’t have enough dually certified teachers in the building, we hired a retired special ed teacher as a push-in specialist.</td>
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<td>What started as an emergency, short-term solution has morphed over the years. We began hiring Teacher Assistants with SPED certifications to be the second adult in the room. They might be teachers who lacked the content to be the lead teacher in middle or high school. For a number of years, many elementary teachers couldn’t find jobs on Staten Island. Or they could be people who planned in college to become teachers but found, when they faced the children, that taking the responsibility of the lead teacher was not for them. Or they could be teachers whose skills had not been honed sufficiently to take the lead, who were able to benefit from some experience in the classroom at a lower level of responsibility. Many of the people who began their ICS careers as Teacher Assistants are now teachers and leaders in our</td>
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But without realizing it, we were drifting away from the spirit of ICS. A SPED certified person was in the room with all of our students for at least 60% of the regular school week, they were helping out but they were not always co-teaching. It may not have been obvious, but our students were not necessarily getting the quality of instruction which they deserved and which we were committed to providing.

We are committed to fixing this. Both because it is absolutely the right thing to do, the thing we have been committed to from the outset, to levelling the playing field for students living with emotional and other challenges, but it is also something which we must do quickly. In the current political environment, to fail to move rapidly to actualize the spirit of IDEA is to put all our good work in jeopardy. We are committed to achieving this objective by September 2020. We are already making some adjustments. Some of you have felt the burden and challenge of change. We will make more changes in February as we move toward full compliance next September.

Theresa will be sharing more details. The point I want to emphasize is this: That having recognized the drift, we need to rectify it. And we need to do this quickly. We owe it to ourselves and most of all we owe it to our students. And even while we take these steps, we will continue to work toward the 100% dually certified faculty that we have always envisioned. But we are still very far from achieving that goal, and in the interim, we need to strengthen the alternative.

Facilities Update

Corporate Commons 3: It now appears that April 1 is the earliest that we could possibly be in CC3, although next September seems much more likely. As reported last month, our earliest occupancy date is January 1, although at the moment there are few encouraging signs. We are working with the Construction management team to bring the cost of the build-out down to close to $9.7 million. This week the revised construction specifications will be sent to the architects. By the beginning of next week, we expect to move forward with investment bankers, DA Davidson, to finalize financing.

Genesee Avenue: Nicotra Early College is operating happily in the former Eltingville Lutheran facility. We have engaged attorneys to represent us in two separate legal actions arising from the dispute over ownership between Eltingville Lutheran and the Metropolitan Synod.

Future Homes for Richmond Prep: Efforts to find a long-term home for RPCS continue. We have meetings scheduled this week with several developers who are presenting alternatives proposals for permanent (as well as temporary) facilities for RP. In addition, if legal issues resolve
themselves, it is possible that we could open at the Eltingville Lutheran site. Finally, although it is a less desirable alternative, it might be possible to open RP in the trailers on the Teleport site.

**Enrollment Update**

Currently, **Lavelle Prep Upper and Elementary** have reached its enrollment targets. **New Ventures** began the year slightly below target but will likely approach target during the year despite ongoing graduations. **Nicotra Early College** again fell substantially short of its enrollment target. There is still reason to hope that with the collaboration of St. Johns and the move to CC3, that new student enrollment targets will be reached in 2020-21. Nevertheless, it is likely that a material amendment to the charter will be necessary this year.

**Highlights**

All schools are off to an exciting start. **Lavelle Prep** seniors attended the SUNY College Fair, and some participated in the NYC Conference on Careers in Natural Resources and the Environment at Snug Harbor. 7th graders visited Fort Wadsworth for their Through Kids Eyes project. Students completed and displayed projects for Hispanic Heritage month. **Elementary Division** teachers and teacher assistants participated in “The Power of Two” professional development that engages them in how co-teaching models can meet the diverse needs of learners in inclusion and bilingual classrooms. As part of Respect for All and our Anti-bullying campaign, **Nicotra Early College** held an assembly where students signed a pledge to promote good relationships and not to bully. **New Ventures** submitted their charter renewal application!!! The public hearing was a huge success and filmed by Moving Pictures. We hope to have an edited version to screen at a board meeting in the near future. Potential new fieldwork and internship sites include Gotham Trinity Productions and Adapt Community Network. Another 5 students graduated!

A motion was made by Doris Schueler, seconded by Nelly Tournaki, and unanimous by all to adjourn the meeting at 8:10PM the next Board of Trustees meeting is scheduled for October 24th, 2019

| New Business | The ICS Staff Holiday party will be held on December 13th. Invite to follow. |
| Adjournment | A motion was made by Doris Schueler seconded by Michael Caridi and unanimous by all to adjourn the meeting at 8:05PM. The next Board of Trustees meeting is scheduled for November 21, 2019 |