



Democracy Prep New York Charter Schools

Tuesday, July 11, 2017
125 Park Ave, New York, NY 10017

Meeting Minutes

PRESENT

Dr. Robert North
Josh Pristaw
Doug Snyder
Katie Duffy

GUESTS

Linda Bell (by conference line) Benjamin Feit
Jamal Epps Kent Anker
Stephen Gordon Greg Spreeman
Brittany Mullings Rick Abare
Ken Weiller
Sean Windsor
Alastair Wood

PARTICIPATED BY CONFERENCE LINE

(Not counted for quorum
or vote)
Roger Berg
Brian Berger

Dr. Robert North, Board Chairperson, called the meeting to order at 8:10 a.m.

MOTION: Motion to approve the appointment of the following individuals to the Democracy Prep New York Charter Schools Board of Trustees, , pursuant to the organization's bylaws and pending authorizer approval:

As Class One Trustees for a term expiring at the 2020 annual meeting:

- Linda Bell
- Jamal Epps
- Jake Foley
- Trevor Gibbons
- Stephen Gordon

As Class Two Trustees for a term expiring at the 2019 annual meeting

- Brittany Mullings
- Ken Weiller
- Greg Weston
- Sean Windsor
- Alastair Wood

Motion approved unanimously at 8:15 a.m.

Discussion ensued about the board-level policies that will govern school operations for the 2017-18 school year. Benjamin Feit, Democracy Prep's Chief of Staff, and Kent Anker, Democracy Prep's General Counsel, informed the board that the handbooks were substantially similar to the versions that the predecessor boards of trustees had ratified for the 2016-17 school year.

MOTION: Motion to approve the following operational handbooks subject to further review and potential modification by the Board of Trustees following a more detailed review:

- Financial Policies & Procedures Manual
- Student & Family Handbooks
- Personal Handbook

Motion approved unanimously at 8:23 a.m.

Kent Anker and Roger Berg described the proposed 2017-2018 Management Agreement between Democracy Prep New York Charter Schools and Democracy Prep Public Schools, which had been negotiated between Mr. Anker, on behalf of Democracy Prep Public Schools, and Mr. Berg, on behalf of the merging charter schools as part of the merger process. Both Mr. Anker and Mr. Berg confirmed that the proposed Management Agreement was substantially the same as the Management Agreements in effect with each of the predecessor charter schools for the 2016-17 school year but incorporating a blended management fee which continued the applicable rate for each of the component charter schools in Democracy Prep New York Charter Schools.

MOTION: Motion to approve the Management Agreement between Democracy Prep New York Charter Schools and Democracy Prep Public Schools for the 2017-18 instructional year.

Motion approved unanimously at 8:26 a.m. Katie Duffy abstained from voting.

Greg Spreeman, Democracy Prep's Chief Financial Officer, led a discussion of the proposed FY18 budget. Discussion ensued on the format and presentation of the budget and on the manner in which financial reporting will occur at future meetings. The Board requested that revenue and expenditure information be presented on a per-pupil basis going forward, and management agreed to this request.

MOTION: Motion to approve the Operating Budget for Democracy Prep New York Schools for the 2017-18 School Year.

Motion approved unanimously at 9:07 a.m.

Mr. Anker initiated a discussion on the DPNY private space leases, including the amendment to the sublease for the Harlem Prep High School reflecting the delay by Taino Towers in delivering a portion of the space covered by that sublease which had recently been executed by Mr. Snyder as Chair of the Harlem Prep Charter School Board of Trustees. .

MOTION: Motion to ratify the Harlem Prep Charter School Sublease Amendment as executed by Harlem Prep Charter School Board Chair, Doug Snyder pursuant to authority granted to him by the former HPCS Board of Trustees.

Motion approved unanimously at 9:21 a.m.

The Board approved the following dates and times for the next four DPNY Board meetings, with subsequent meeting to be scheduled at a future meeting:

- September 13, 2017, 8:00 a.m., 1767 Park Ave., 5th Floor, New York, NY 10035
- October 10, 2017, 8:00 a.m., location TBD
- November 15, 2017, 6:30 p.m., 207 West 133 St., New York, NY 10030
- January 17, 2018, 6:30 p.m., 240 East 123rd St., New York, NY 10035

The Board requested that management create and share a folder containing key informational and operational materials for each of the charters held by DPNY. DPPS management agreed to furnish such materials in advance of the Board's September meeting.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 9:27 a.m.



**Democracy Prep New York Charter Schools
Board of Trustees Meeting**

Wednesday, September 13, 2017
125 Park Ave, New York, NY 10035

Meeting Minutes

PRESENT

Dr. Robert North
Katie Duffy
Brittany Mullings
Roger Berg
Linda Bell
Greg Weston
Brian Berger
Trevor Gibbons
Steve Gordon
Josh Pristaw*
Alastair Wood
Ken Weiller

ABSENT

Jamal Epps
Doug Snyder
Sean Windsor

GUESTS

Kent Anker
Greg Spreeman
Evonne Jones
Mark Cheng
Jake Foley
Kevin Shrum
Elisa DiMauro
Jason Rios
Matthew Rooney
Mia Backon
Jonquille Eley-Richards
Emmanuel George

* Participated via teleconference and was consequently not counted for quorum purposes.

Dr. Robert North, Board Chairperson, called the meeting to order at 8:05 a.m.

. MOTION: Motion to approve the minutes from the Board's July 11, 2017 meeting.

Motion approved unanimously at 8:15 a.m..

Network Update

Katie Duffy, Chief Executive Officer of Democracy Prep Public Schools ("DPPS"), provided an overview of the composition and commitment of the DPNY Board and asked the trustees, school leaders, and network staff in attendance to introduce themselves.

Ms. Duffy provided a DPNY and a DPPS network update. She reminded the board that the network had received a second round of expansion funding through the federal Charter Schools Program in 2016 and that DPPS would need to open an additional 12 schools by the 2020-21 school year. Discussion ensued about the amount of grant funding awarded; the grant timeline; use of funds requirements; ideas about where to expand, and whether there are any plans to continue expanding in New York City. Ms. Duffy explained how the network's reputation as a turnaround operator factors into expansion opportunities and decisions about where and how to expand. Ms. Duffy

noted that Democracy Prep Baton Rouge, which had been flood in 2016, was not damaged by either Hurricane Harvey or Irma.

Democracy Prep Pathways

Dr. North asked Roger Berg to address the Pathways Agreement between DPNY and Democracy Prep Endurance Charter School. Mr. Berg provided a summary of his review of the agreement and stated that, subject to the finances working to the satisfaction of the Finance & Audit Committee and Board, the Academic Accountability Committee is in favor of approving the Pathways agreement. Discussion ensued regarding Bronx Prep students' eligibility to participate in the Pathways program. Kent Anker, Democracy Prep's Vice President of Public Policy & General Counsel, confirmed that Bronx Prep students are eligible for the program, but Ms. Duffy and Mr. Anker discussed the logistical challenges of having students from Bronx Prep participate. Ms. Duffy noted that DPPS has considered operating campus-based programs that simulate the Pathways model, and Mr. Anker noted that one purpose of the Pathways program is identify best practices that can be adopted elsewhere in the network. Mr. Berger confirmed that the review of the 2017-18 budget by the Finance & Audit Committee indicated that the Pathways program would be cash flow positive to DPNY as a whole.

MOTION: Motion to approve the Pathways agreement in the form presented to the Board, and to authorize Dr. North to sign off the Pathways Agreement with such changes as he, in his discretion, may approve as consistent with this resolution.

Mr. Berg and Mr. Anker confirmed that the foregoing resolution authorized Dr. North to agree to immaterial, non-substantive changes to the draft reviewed by the Board without further authorization but would be required to seek further Board approval to any changes he determined to be substantive and material.

Motion approved unanimously at 8:44 a.m.

Finance & Audit Committee Update

Mr. Berger led a Finance & Audit Committee update. He noted that rent and insurance costs are increasing, and that the revenue picture will be more accurate in October once enrollment numbers for the school year are closer to finalized. Mr. Berger offered suggestions for use of surplus revenue, including long-term, as opposed to short-term, repair of deteriorating Bronx Prep building infrastructure. Ms. Duffy reported that all schools apart from Democracy Prep Harlem Middle School are on track to meet their enrollment targets. DPH Middle has narrowed the gap between its enrollment and the budgeted target but remains slightly under-enrolled. Discussion ensued about enrollment strategies and operational considerations under the merged board.

Mr. Berger noted that the Financial Policies & Procedures Manual is very detailed, and reported that he has some suggestions, including one about the timeliness of invoice payments, that may need to be discussed in a subsequent committee meeting. Mr. Anker and Greg Spreeman, Democracy Prep's Chief Financial Officer, noted that 60 days is the standard time for payment of invoices. Discussion ensued about acknowledging monetary contributions and use of electronic payments.

MOTION: Motion to approve the Financial Policies & Procedures Manual subject to such changes as the Finance & Audit Committee may propose and to authorize the Finance & Audit Committee to approve any such changes without further action of the Board.

Motion approved unanimously at 8:59 a.m.

Academic Accountability Committee Update

Roger Berg led the Academic Accountability Committee update. He proposed that the Board set up Elementary, Middle, and High School subcommittees. Each committee would visit schools, become familiar with specific issues, review school data, determine whether any further data that needs to be produced, and ensure that solutions are being pursued. Each sub-committee would have three members, and, to the extent possible, each subcommittee should have members from each legacy charter. For that purpose, the committee, which currently has four members, would need to be expanded to nine members. Mr. Berg discussed how the sub-committees would function and interact with the full Academic Accountability Committee. He proposed that the subcommittees hold conference calls approximately 3 days prior to meetings of the full Academic Accountability Committee.

Mr. Berg suggested that the Board needs to drill down on what kinds of data is needed, such as a more meaningful breakout of the progress of continuing scholars, in order to understand the impact of our schools. Levels of proficiency also need to be understood with finer detail, noting the difference between a student receiving a 60 or a 30 on an exam. He proposed that a firm requirement for delivery of data be set for at least 3 business days prior to the subcommittee conference calls and be subject to expansion or clarification following those calls and prior to the meetings of the Academic Accountability Committee and the full Board.

Mr Berg stated that the committee would need both additional members and additional skill sets. Dr. North indicated that he would re-send information about the committees and provided a brief overview of each committee's function. Steve Gordon, Brittany Mullings, and Greg Weston volunteered to join Linda Bell, Alastair Wood, Ken Weiller, Roger Berg, and Brian Berger on the Academic Accountability Committee, with Dr. Robert North serving as an *ex officio* member.

Discussion ensued about whether upcoming Board meetings are scheduled to allow for meaningful achievement data to be reviewed prior to each meeting. The Board tentatively planned to discuss baseline MAP data at the November meeting and focus on Trimester 1 data in January. The Board confirmed its October, November, and January meeting dates.

Family & Community Communications Committee Update

Alastair Wood provided Josh Pristaw's Community/Family Committee update on Mr. Pristaw's behalf. Discussion ensued about meal providers, graduation requirements, and teacher surveys.

Development Committee Update

Dr. North reported Development and Strategic Partnership updates on behalf of Doug Snyder. The committee is looking to develop partnerships for internships and jobs and will talk to school leaders about other types of possible partnerships. Ms. Duffy confirmed that fundraising efforts should be geared toward alumni support and highlighted the success of the network's micro-grants program. Moreover, five alumni are now teaching at DPPS schools in New York City through the network's new teacher residency program.

Discussion ensued about how the network can more effectively leverage trustee and supporter connections to their alma maters and other higher education institutions. To that end, Ms. Duffy agreed to provide a memo that Board members can forward to their schools.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 9:40 a.m.



**Democracy Prep New York Charter Schools
Board of Trustees Meeting**

Wednesday, October 10, 2017
1540 Broadway, New York, NY 10036

Meeting Minutes

PRESENT

Dr. Robert North
Katie Duffy
Brittany Mullings
Roger Berg
Linda Bell
Brian Berger
Jake Foley
Trevor Gibbons
Steve Gordon
Josh Pristaw
Alastair Wood
Ken Weiller
Jamal Epps
Sean Windsor

ABSENT

Greg Weston
Doug Snyder

GUESTS

Benjamin Feit
Greg Spreeman
Kent Anker
Rick Abare
Ralph Johnson

Dr. Robert North, Board Chairperson, called the meeting to order at 8:09 a.m.

MOTION: Motion to approve the minutes from the Board's September 13, 2017 meeting.

Motion approved unanimously at 8:10 a.m.

Network Update

Katie Duffy, Chief Executive Officer of Democracy Prep Public Schools ("DPSS"), began her DPSS Network update by discussing the recent mass shooting in Las Vegas. She noted that two parents of Democracy Prep at the Agassi Campus students were hurt in the attack, though both are expected to make full recoveries. Ms. Duffy noted that scholars from DPAC's elementary school had made and sent cards for First Responders and that scholars from Harlem Prep Elementary School had made cards for their peers at DPAC.

Ms. Duffy informed the board that the first student at Freedom Prep Charter School in Camden, New Jersey, had been accepted to the college of her choice and had received a full scholarship. Ms. Duffy also discussed how the school year at Democracy Prep Congress Heights is off to its

strongest start from the perspective of a strong cultural floor that will enable the school to push instructional rigor.

Finally, Ms. Duffy updated the board on the ongoing flood recovery efforts at Democracy Prep Baton Rouge. Kent Anker, Vice President of Public Policy and General Counsel for Democracy Prep Public Schools, provided details on the construction oversight relationship between East Baton Rouge Parish, the Recovery School District, FEMA, and DPBR.

DPNY Update

Before profiling each DPNY campus, Ms. Duffy noted that schools are preparing for their Election Day Get Out the Vote efforts.

At the middle school level, Ms. Duffy praised the leadership team of Tanya Nunez and Brian Serzan at Democracy Prep Charter Middle School and noted that the school had strong staff retention from the previous year. Democracy Prep Harlem Middle School is focusing on increasing its Joy Factor and on ensuring consistent processes and procedures. Harlem Prep Middle School Principal Jason Rios and Assistant Principal Christine Doonan are demonstrating impressive cohesion, and the school's adult culture has been strengthened as a result of the alignment on the leadership team. Bronx Prep Middle is focusing on tightening up operational processes and is looking to build on strong academic results from last year.

Ms. Duffy continued her update with the DPNY High Schools, noting the strong adult culture and enrollment at Harlem Prep High as it goes into its second year. Ms. Duffy also addressed the promising starts to the year for Democracy Prep Charter High and Democracy Prep Harlem High. Both Elisa DiMauro and Matt Rooney are first year principals, but they each have spent considerable time with Democracy Prep and were ready to step up from the Assistant Principal roles they played last year.

Finally, Ms. Duffy praised the culture of achievement at Democracy Prep Harlem Elementary and shared that Harlem Prep Elementary is encouraging its team to be joyful, rigorous and consistent.

Ms. Duffy expressed hope that Democracy Prep Endurance Charter School will consider joining the merged DPNY in 2018.

Finance & Audit Committee Update

Brian Berger, Chair of the Finance & Audit Committee, and Greg Spreeman, Chief Financial Officer, addressed the status of the schools' FY17 audits. Mr. Spreeman noted that all documentation had been submitted to the auditors and stated that he anticipated receiving responses by the end of the week. The drafts that have been returned to this point have yet to reveal any concerns.

Mr. Berger briefly addressed the slight increase in per pupil funding, now averaging out to about \$14,000. Mr. Berger mentioned enrollment issues specific to certain schools. Bronx Prep's enrollment is strong, but Harlem Prep is currently about 20 scholars under-enrolled. Mr. Berg asked whether there was a longer-term problem with enrollment at Harlem Prep. Ms. Duffy replied that at this time it was important make sure outreach is appropriately structured to deal with the challenges unique to Harlem Prep. Finally, Mr. Berger addressed the changes to the Financial

Policies & Procedures Manual, noting specifically that all donations must be acknowledged in writing.

Dr. North requested a consolidated balance sheet so the Board could gain a broader perspective on DPNY finances as a whole.

Academic Accountability Committee Update

Roger Berg led the Academic Accountability Committee (“AAC”) update. Going forward, the AAC will include three subcommittees reporting to the full committee, one each for Elementary, Middle and High Schools. These subcommittees will be composed of the following individuals:

High School Academic Accountability Subcommittee

- Ken Weiller – Chair
- Linda Bell
- Brittany Mullings

Middle School Academic Accountability Subcommittee

- Alastair Wood – Chair
- Greg Weston
- Brian Berger

Elementary School Academic Accountability Subcommittee

- Jamal Epps – Chair
- Steve Gordon
- Roger Berg

Mr. Berg spoke to the responsibility of the AAC Subcommittees to coordinate meetings and visits with school leaders while leveraging logistical support from DPPS staff. Dr. North requested that each school leader share a set of Focus Areas for the Subcommittees to use as a basis for checking in with leadership teams. The Board and DPPS staff agreed that these Focus Areas should be in line with the objectives that the leadership team communicated to the board during their introductions at the September 13 meeting.

Following Mr. Berg’s request for additional members on the AAC to permit full staffing of the subcommittees, the AAC now includes the following trustees:

- Roger Berg – Chair
- Linda Bell
- Brian Berger
- Jamal Epps
- Steve Gordon
- Brittany Mullings
- Dr. Robert North
- Ken Weiller
- Greg Weston
- Alastair Wood

Brittany Mullings updated the board on the review of the Personnel Manual. Revisions are minor in nature and have been submitted to the DPPS Legal team for implementation.

Family & Community Communications Committee Update

Josh Pristaw, Chair of the Family & Community Communications Committee, provided the board with a brief update. Mr. Pristaw highlighted the immediate areas of attention for the committee as being staff survey responses, community partnerships to support enrollment, and formalizing the committee meeting structure to enable flexibility to collaborate with school leaders.

Governance Committee Update

Alastair Wood and Trevor Gibbons volunteered to Co-chair the Governance Committee.

Development Committee Update

Dr. North offered Development and Strategic Partnership updates on behalf of Doug Snyder. Highlighting the board's focus on forming and strengthening relations with organizations that can support DPNY Alumni, Dr. North introduced Ralph Johnson, Senior Director of College Access and Success for DPPS, to speak about his role.

Mr. Johnson spoke to the challenges scholars face as they transition from high school to college, particularly in terms of choosing a major in isolation of practical introductory experiences in related fields. The board is positioned to support by increasing the number of opportunities scholars have to participate in internships or Summer work programs during High School, which would help them choose a major that aligns to their interests. Not only do these programs strengthen scholars' college applications, they also enable scholars to attain valuable practical information about their interests before they have matriculated into a specific college program. Mr. Johnson emphasized that better alignment of interest and program will improve scholars' chances of success in college, as well as minimize mid-college programmatic shifts that tend to lengthen time to graduation and pose additional financial obstacles.

Mr. Johnson discussed the idea of trustees offering letters of introduction to representatives of their alma maters to strengthen their ties and solicit materials to encourage prospective applicants. Mr. Johnson indicated that he would provide stock language for trustees to adapt. Following that, Ms. Duffy discussed the possibility for board support in the form of mock interviews so that seniors can better prepare for the college interview process. There was broad support for both initiatives, implementation of which is to be discussed during the next Development Committee meeting.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 9:40 a.m.

Democracy Prep New York Charter Schools Board of Trustees Meeting

Wednesday, 24 January 2018
1767 Park Ave, New York, NY 10035

Meeting Minutes

PRESENT
Dr. Robert North
Katie Duffy
Brittany Mullings*
Roger Berg
Brian Berger
Steve Gordon
Josh Pristaw
Greg Weston
Ken Weiller
Jamal Epps
Sean Windsor

ABSENT
Alastair Wood
Doug Snyder
Jake Foley
Linda Bell
Trevor Gibbons

GUESTS
Kent Anker
Greg Spreeman
Rick Abare

* Participated via teleconference and was consequently not counted for quorum purposes

Dr. Robert North, Board Chairperson, called the meeting to order at 6:43 p.m.

MOTION: Motion to approve the minutes from the Board's October 10, 2017 meeting.

Motion approved unanimously at 6:50 p.m.

Network Update

Katie Duffy, Chief Executive Officer of Democracy Prep Public Schools ("DPPS"), began her network update by discussing the status of DPPS' expansion efforts, touching specifically on the progress of negotiations with the San Antonio Independent School District and a recent visit to Detroit. Ms. Duffy expressed particular interest in the possibility of opening a DPPS school in Detroit, citing mission fit, the current low bar for excellence and the reticence of other CMO's to operate there. Ms. Duffy also briefly mentioned the preliminary results from a study by Mathematica, focused on analyzing Democracy Prep's impact on civics, noting that the study did find an effect and committing to share more details once publication is finalized.

Dr. North asked about the teacher selection process in a turnaround setting. Ms. Duffy highlighted the importance of a strong teacher training program and the hopes that as many of the current teachers would choose to stay with Democracy Prep as were fit to do so. Mr. Pristaw inquired as to how organizations become aware of DPPS in order to begin these interactions. Ms. Duffy replied that the pool of operators who were willing to take on the challenge of non-standard opening and operating was quite small. Further discussion ensued around the presence of regional synergy, the variety of legal considerations in different states and how DPPS allocated CMO person-hours to expansion.

Mr. Berg asked the group about the degree to which curriculum was differentiated by region and if DPPS sees any erosion to the benefit of centralized curriculum. Ms. Duffy responded by discussing the national similarities in most regions and how, despite individual states efforts to rebrand Common Core, a majority of the baseline curricular needs were met by centralized curriculum, which was then annotated and tailored to the students regardless of region.

Committee Updates

Family & Community Committee Josh Pristaw, Chair of the Family and Community Committee, updated the board on two complaints made to the Special Commissioner for Investigations of the New York City Department of Education concerning a student and personnel matters, both of which had been resolved. After a review of the facts and circumstances surrounding the complaints with the assistance of counsel, the Family & Community Committee recommended to the full Board that the Board adopt its recommendation that no further action by the school was necessary and the matter was appropriately handled. The Board also discussed what DPNY could do to improve its screening of potential new hires. Ms. Duffy and Mr. Anker explained current DPNY screening processes, background checks and what can be done with regard to electronic and online sources.

Resolution: The Board accepts the Committee's recommendation.

Motion approved unanimously at 7:17 p.m.

Academic Accountability Committee

Roger Berg, Chair of the Academic Accountability Committee, began the Academic Accountability Committee (AAC) update by describing the further organization of the AAC into three Subcommittees, one for Elementary Schools, one for Middle Schools and one for High Schools, noting that the Chairs of those subcommittees would provide specific updates. Mr. Berg also briefed the Board on his work to organize a data release schedule for the academic year and ongoing dialog with DPPS to equip this new DPNY Board with the reports it requires for necessary diligence. Mr. Berg also highlighted the need for updates on Schools' progress on their submitted Accountability Action Plans.

Mr. Berg had previously circulated a memorandum to the members of the Board, providing an initial cut at the scope and timing of school data to be made available to the Board. (A copy of that memorandum is attached to these minutes.) The members of the Board present at the meeting expressed their support for the recommendations in the memorandum. The DPPS representatives expressed their general support, but asked to be given a further opportunity to review the specific items in the memorandum and the manner of their presentation. Rick Abare, on behalf of DPPS, agreed to work with Mr. Berg, Dr. North and Ken Weiller to develop a form of data dashboard to be made available to the Board and applicable committees and subcommittees throughout the year.

Jamal Epps, Chair of the Elementary Schools Subcommittee of the AAC, briefed the Board on the EAASCs' visit to Democracy Prep Harlem Elementary (DPHE) and Harlem Prep Elementary (HPE). Mr. Epps reported being pleased with the environments and leadership at both schools, noting leaders' positive relationships with staff and scholars. He also noted areas where the ES leadership teams mentioned facing challenges. DPHE Campus Director Mia Backon noted the utilization of support in adapting curriculum for DPHE as it has grown into 4th grade. HPE Principal Kevin Shrum noted efforts

to ameliorate staff turnover. Ms. Duffy added network context for staff attrition and the challenges face specifically by charter sector Elementary Schools in New York City.

Mr. Epps inquired as to how we compare to other charters, to which Ms. Duffy replied that current comparative data from other networks in NYC is a challenge to attain, but from dialog with other organizations it seems ES in particular seems to suffer from higher attrition across the charter spectrum, speculating on the particular challenges incurred by structuring an extended school day for ES Scholars. Mr. Gordon asked about the possibility of finding a unique scheduling solution and Ms. Duffy noted that this was something she would direct the Superintendent's team to work on going into next year, while currently satisfaction and intent-to-return surveys data are being analyzed. A discussion ensued around compensation related factors or incentives beyond what are currently in place. Dr. North recommended that the Governance Committee work with DPPS to analyze available data to establish and assess the success of measures recommended by DPPS to improve retention.

Greg Weston, on behalf of Alastair Wood, Chair of the Middle School Academic Accountability Subcommittee and Ken Weiller, Chair of the High School Academic Accountability Subcommittee took turns briefing the Board on their organizational calls and plans for school visits.

Finance Committee

Brian Berger, Chair of the Finance Committee, updated the Board on DPNY Budget versus Actuals through December 31st 2017. Mr. Berger noted under-enrollment as the biggest challenge thus far this year, particularly at the Democracy Prep Harlem Middle School. Ms. Duffy spoke about ongoing efforts to ameliorate under-enrollment at DPHM going forward. Mr. Berger also noted expenditures incurred by the use of a variety of third-party professional services.

Greg Spreeman, Chief Financial Officer for DPPS spoke to the typical front-loaded expenses incurred in the Fall as typical of a school, noting that revenues will balance this out as the year progresses. In response to a question from the Board about merging the accounts for the schools, Mr. Spreeman clarified that the funds from the charters are still maintained in separate accounts. When we submit our financial reports to SUNY our Profit & Loss Statements reflect the financial performance of each charter but, for the SUNY report, they ask that our Balance Sheet accounts are consolidated.

Mr. Berger spoke briefly about an upcoming expenditure to repair the HVAC at Bronx Prep Charter School. Discussion ensued as to the optimal approach for minimizing the cost of repair or replacement. Dr. North was strongly of the view that bids be obtained from contractors in the field, including seeking to replace the existing hardware and software system with a system utilizing public domain software, prior to starting work. Further discussion on next steps will be carried out in committee.

The Board approved the following dates and times for the next two DPNY Board meetings, with subsequent meetings to be scheduled during the March meeting:

- February 15, 2018, 6:30 p.m., 1767 Park Ave., 5th Floor, New York, NY 10035
- March 21, 2018, 9:00 a.m., location TBD

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 8:15 p.m.

MEMORANDUM

To: Democracy Prep Public Schools
Cc: DPNY – Academic Accountability Committee
From: Roger E. Berg
Date: January 15, 2018
Re: Dashboard Information

Various members of the Academic Accountability Committee of the Democracy Prep New York Charter Schools Board of Trustees (the “Board”) have participated in an attempt to define the type and frequency of the information regarding academic progress and school environment that the Board and its committees should receive from our schools on a regular basis. We have also had some independent discussions with Rick Abare at DPPS and with certain of my family members with related expertise.¹ Based on those discussions, I would like to propose the following.

PREMISES

I start from the understanding that Democracy Prep is “data driven,” which on its face would indicate that there is voluminous data available from which information meaningful to the Board can easily be extracted. But it has become clear to me that “data driven” has a range of meanings and that the granular type of data which permits the teaching staff to fine-tune its delivery of information to our scholars does not necessarily meet the needs of the Board in meeting its responsibilities. In order to determine the types and frequency of data required by the Board, we first need to step back and define those responsibilities.

Under the terms of the New York Charter Schools Act and the individual Charters, the Board of Trustees “shall have final authority for policy and operational decisions of the school.” Legally, it is the Board of Trustees which is responsible to the charter authorizers for the success or failure of its schools in meeting the goals set by the authorizers. The Board is permitted to entrust day-to-day operations to a charter management organization (CMO), such as Democracy Prep Public Schools (DPPS), and to its own school employees. The DPNY Board Board has entered into a Management Agreement with DPPS. Under the terms of the Management Agreement with DPPS, design and implementation of the academic programs is the responsibility of DPPS. DPPS must provide the Board with information necessary to evaluate DPPS’ performance, but should the Board wish to implement changes in academic philosophy, processes or programs it must either persuade DPPS to make those changes or replace DPPS as the CMO. In sum, the Board does not run the schools; but the Board does have the nondelegable responsibility at a supervisory level to ensure the financial stability and educational success of the school(s) under its charter or charters.

It is within this context that the information requirements of the Board need to be developed.

¹ Thanks to my daughter, Juliette Berg, a member of the Board of DP Congress Heights in Washington, D.C. who is engaged professionally in the evaluation of academic programs and school environment, and my son Jonathan Berg, whose company Action is engaged in the evaluation of information from large databases.

On an academic level (this memorandum does not deal with financial oversight), I would suggest that the Board of Trustees has two overlapping responsibilities: (1) to evaluate the overall progress of our schools in meeting the goals set by our authorizers, and (2) to evaluate the growth of our scholars in meeting the more expansive goals of Democracy Prep: that they succeed academically, go to colleges appropriate for their potential and become responsible, active citizens. Decisions as to expansion or contraction of our schools, location and resource allocation, among others, would be ancillary to these principal evaluations.

AVAILABLE INFORMATION

All of DPNY now has a single authorizer, the SUNY Charter School Institute (CSI). CSI's goals are set forth in the charters granted to each of our legacy schools, each of which includes a detailed "Accountability Plan" setting forth various objective goals. Those goals are addressed annually in an **Accountability Report** prepared by DPPS on behalf of the Board for submission to CSI. The Accountability Report provides extensive valuable information to the Board permitting it to assess compliance by the charter with its CSI-established goals, including absolute goals such as attendance rates, attrition rates and pass rates on state and other normed tests; comparative goals such as the success of the charter as against other schools in the same District and New York City generally and as against schools with comparable socio-economic compositions and comparable socio-economic constructs (*i.e.* groups of students, not necessarily constituting actual school cohorts) in the State; and growth goals. It also includes action plans to address disclosed weaknesses. For Board purposes, however, the Accountability Report has certain limitations. (1) It is prepared and submitted only annually, some months following the end of the school year. As a result, it is not an effective tool for measuring progress over the course of the year or for seeking adjustments to correct weaknesses in real time. (2) It is extensive and technical, and hence difficult to absorb for Trustees without deep educational expertise and with limited time. (3) Its achievement goals are generally set as specific percentage of scholars achieving a minimum level (e.g. Level 3 and 4²), and hence provides the Board with little nuance. It does not show the distribution of scores reflecting ranges of excellence; it does not indicate the percentage of scholars who barely missed the cut-off; and it does not show how scholars have improved year-over-year within any particular range.

In summary, the Accountability Reports address the Board's need for information to assess our schools' success in meeting the goals set by CSI, but not in a user-friendly format and not in a manner which would permit the Board to assess progress and evaluate proposed course corrections on an interim basis over the course of the school year.

Each year, the New York City Department of Education (NYC DOE) publishes its **NYC Quality Reports** for all District and Charter schools, from pre-K through 12, within the City. On its face, these reports provide a great deal of relevant information on scholar demographics, extensive survey results on school environment and objective outcome data from state test results presented in a variety of ways and including data on growth and comparative performance against other schools in the same district and the City. Although some preliminary information is available in October following the school year of measurement, the full reports are generally not available until November. The NYC Quality Reports appear to be user-friendly on their face, but in fact are difficult to understand without expert guidance. They also appear only annually and are not released before November.

MAP Assessments are nationally normed growth and skills assessments developed by NWEA. The MAP Growth assessments are administered up to three times per year; the skills assessments are

² Performance Levels are: 1 = well below proficient; 2 = partially proficient/below expectations; 3 = proficient/meet expectations; 4 = excel/exceed expectations

available to be administered between the Growth assessments as needed or desired. I understand that the DP schools administer MAP assessments upon initial placement and thereafter 3 times per year.

STEP Assessments are English language arts assessments administered to individual scholars four times each year. With every year of instruction, scholars are expected to grow at least three STEP levels. The benchmarks for proficiency change over the course of the year, and this can cause fluctuation in absolute proficiency scores and growth trajectories.

Democracy Prep elementary schools use **Eureka Math** curriculum, which is another version of EngageNY math modules put out by the New York State Department of Education. This math curriculum assesses scholars in units after each module has been taught. Modules across the grades in K-5 are not assessed at the same time, and therefore, data on proficiency (the % of scholars earning an 80% or higher on unit assessments) will not always be updated at the same time. Additionally, the math proficiency numbers are cumulative--meaning with every unit the scholars are assessed on, the data rolls up into an overall proficiency number.

Both STEP and Eureka Math assessments are presented in terms of proficiency or lack of proficiency. If it is possible to present the gradients of performance, DPPS has not yet rolled out that information for its Boards.

Writing assessments are administered every other month (5 times per year) across K-5. Scholars are graded using an internally designed, common-core aligned rubric that denotes the end-of-year benchmarks for writing in that grade level. Therefore, proficiency scores will always be low at the start of every year on these assessments.

At the High School level, our scholars take (and retake) **Regents Exams** as well as standardized tests (**PSAT** and **SAT**). The Boards have been given this information, but only on a pass/fail basis, *i.e.* percentage of scholars who pass particular exams. That information is insufficient to show levels of proficiency.

Grades are maintained continuously and synopses can be produced as often as monthly, even if report cards are issued only quarterly.

BOARD INFORMATION REQUIREMENTS – GENERALLY

Data to address the first Board responsibility, relating to goals set by the authorizers, is available on an annual basis in the Accountability Reports. These annual reports must, however, be supplemented by a mix of interim data shown to be leading indicators of the ultimate test outcomes in order to permit the Board to monitor interim progress throughout the year.

To address the second Board responsibility, relating to scholar growth over time, the Board needs longitudinal information showing the cumulative effect of a Democracy Prep education over multiple years. The Accountability Report and NYC Quality Report have only limited longitudinal data. Ideally, the Board should have access to data showing the progression of its scholars towards (and beyond) proficiency with years in the DP system, comparison of continuing scholars after various periods with newly-enrolled and more-recently enrolled scholars and, if meaningful, the extent to which middle school results are enhanced by passing through the elementary school and high school results are enhanced by passing through the middle school and elementary school.

Also generally lacking has been information showing levels of proficiency (*i.e.* ranges of grades or outcomes, as opposed to percentages above and below the proficiency cut-offs), both for those scholars who are not yet proficient and for those who are. (For example, if scholars have moved

from the bottom of the “1” level to the top of that level, a simple proficiency graph would show them as having made no progress, which is clearly a misleading story. Similarly, if 60% of 8th graders are “passing” course exams, the results look very different if all 60% are barely passing or if, on the contrary, the distribution curve of grades of the passing scholars follow a classic bell curve centered on C+ or B.)

Finally, the Board needs to be able to evaluate school environment as it affects the achievement of the school’s goals. The NYC Quality Reports rate the schools on a number of environmental factors (trust, confidence in teachers and school leaders, involvement of parents, etc.), based upon surveys of parents, scholars and teachers. Those results are necessarily subjective but are generally acknowledged to reflect factors which do affect educational outcomes. To the extent the Quality Reports identify potential environmental issues, action plans should be identified and progress measured over the course of the school year.

We should also consider whether DPPS or the Board should itself conduct some limited surveys from parents, scholars and teachers with regard to school environment, or should rely upon the annual NYC Quality Report surveys and progress reports on any action plans developed by the schools or CMO.

DETAILED PROPOSAL

The availability of data that is already collected today does not necessarily correspond to the Board’s meeting schedule or even to the academic year of our schools. Where they do not so correspond, we should nonetheless receive and address at the AAC or subcommittee level the major information flows as soon as they become available.

As the Accountability Plan Progress Reports are due, I believe, around September 15 and various other testing is conducted by the schools at the beginning of the school year, if the initial Board meeting in each academic year is scheduled for late September, there should be substantial meaningful data awaiting the Board at its first meeting.

The information should also be presented in a written presentation (which could, but does not need to be a full Powerpoint), in order to permit the AAC/Subcommittees and/or the members of the full Board to review the information with context in advance and be prepared to have meaningful discussions with DPPC/School Leaders. Although requiring the written presentation in advance would entail additional work for DPPS staff, given the limited number of Board meetings and the recent consolidation of the Boards, that extra burden would not be unreasonable and should increase exponentially the effectiveness of the Board’s review.

With regard to specific dashboards/data flows, I would therefore propose the following be provided over the course of the year for each school including Pathways, at the times specified:

<u>Data Set</u>	<u>When Provided</u>
1. MAP Test Data – as the MAP results are comprehensive and technical, I would invite a proposal from DPPS as to the most meaningful data points and most effective method of presentation, as well as the appropriate longitudinal and cross-section data which will help the Board understand the progress of our cohorts over multiple years and their comparative success compared to specified norms or averages.	If the MAP tests are given 3 times per year, the Board should receive appropriate data from each set of tests at the first Board meeting held after that data becomes available

<p>2. Each charter's Accountability Plan Progress Report for the prior school year, together with an executive summary for the Board and a discussion of the action plan proposed to address identified weaknesses.</p>	<p>September Board meeting</p>
<p>3. Report on implementation of any action plans described in item #2, with data showing progress if possible.</p>	<p>Each Board meeting</p>
<p>4. NYC Quality Reports, with specific discussions of significant positive or negative results.</p>	<p>November Board meeting</p>
<p>5. All available Regents and other New York State test data to the extent available. To the extent practical, this test data should reflect: the range of proficiencies, not just pass/fail; longitudinal data results comparing our continuing cohorts (separately defined by lengths of attendance at DP schools, not just 2 years but, eventually, 2 years, 4 years, 6 years, etc.) with the class averages; DP scholar performance vs. District and State averages.</p>	<p>As available. Regents exam results should be ready for the September Board meeting</p>
<p>6. All available PSAT and SAT results to the extent available. To the extent practical, this data should reflect: the range of proficiencies, not just a single cut-off; longitudinal data results comparing our continuing cohorts (separately defined by lengths of attendance at DP schools, not just 2 years but, eventually, 2 years, 4 years, 6 years, etc.) with the class averages; norms for representative colleges and universities.</p>	<p>As available</p>
<p>7. Normed test results (STEP, Eureka Math). Again to the extent practical, this test data should reflect: the range of proficiencies, not just pass/fail; cross-sectional data comparing different grades and the equivalent grades for the same period in the 2 prior years; and longitudinal data results comparing our continuing cohorts with the class averages.</p>	<p>The first Board meeting held after the results become available</p>
<p>8. Other interim tests or grading results (e.g. bimonthly writing assignments in the elementary schools, passing rates as well as weighted success rates as reflected in semester or trimester grades). The purpose of this data would be to compare current outcomes with DP expectations. Here again, longitudinal cohort data would be helpful.</p>	<p>Each Board meeting, if available.</p>
<p>9. Meaningful data on the growth of our IEP and ELL scholars.</p>	<p>I invite suggestions on what type of data would be meaningful and how frequently it should be provided.</p>
<p>10. Initial enrollment and demographic data: scholar diversity; teacher diversity; teacher education (schools from which drawn) and experience (years), both total and at DP; teacher salary ranges; teacher attrition/retention;</p>	<p>September Board meeting, with periodic updates as appropriate</p>

scholar attrition/retention; percent of IEP and ELL scholars, with comparison to district averages.	
11. Initial educational structural plans: class sizes; teachers/class; single class vs. rotating class structure (<i>i.e.</i> at what grade middle school model is to be implemented); new programs or program structures; significant curricular changes; other special educational initiatives. Over the course of the year, any significant changes in these plans.	September Board Meeting. Any changes at the first Board meeting following the change.
12. Each School Leader's personal/school goals with his or her scheme to evaluate success – to specifically include plans to combat negative teacher attrition.	September meeting
13. Progress reports showing whether the School Leader goals are being achieved or are falling short, in accordance with the School Leader's benchmark criteria.	Twice per year: mid-year Board meeting + final Board meeting of the year
14. Weekly scholar attendance, disciplinary and retention data. Depending on the scope of disciplinary issues revealed, we may wish to drill down farther into that subject.	Each Board meeting
15. School safety issues should be discussed with the Board or a committee as they arise.	As they arise

Ideally, the Academic Accountability Committee should receive all data and reports at least 1 week in advance of the Board meeting and should schedule one or more conference calls – either of the full AAC or the separate Subcommittees -- to review all of the information in detail.

The AAC or relevant Subcommittees should be prepared to report to the full Board on any conference calls held prior to the full Board meetings.

Democracy Prep New York Charter Schools Board of Trustees Meeting

Wednesday, 15 February 2018
1767 Park Ave, New York, NY 10035

Meeting Minutes

PRESENT

Dr. Robert North
Doug Snyder
Brittany Mullings
Roger Berg
Brian Berger
Alastair Wood
Josh Pristaw
Ken Weiller
Jamal Epps
Sean Windsor

ABSENT

Steve Gordon
Greg Weston
Jake Foley
Linda Bell
Trevor Gibbons
Katie Duffy

GUESTS

Kent Anker
Greg Spreeman
Rick Abare
Kevin Shrum

Dr. Robert North, Board Chairperson, called the meeting to order at 6:48 p.m.

MOTION: Motion to approve the minutes subject to the inclusion of the comments regarding employee screening from the Board's January 24, 2017 meeting.

Motion approved unanimously at 6:50 p.m.

School Update

Kevin Shrum, Principal of Harlem Prep Elementary (HPE), gave the Board an HPE focused update. Now in his third year as Principal, Mr. Shrum spoke briefly to his career in education prior to joining Leader U at Democracy Prep which led to his appointment as head of HPE. Mr. Shrum spoke to the relationship between leadership consistency and teacher retention and the positive initial indicators for high Teacher retention going into the 2018-19 school year. This has positive impacts on culture as the consistency is crucial to the building of trust with scholars, families and staff. To highlight this, Mr. Shrum discussed how the DREAM Room has been utilized far less this year than in previous years as the time spent building trust and culture has enabled staff to be much more proactive in providing support to scholars as scholars trust that the staff is invested in their success and happiness. Some specific strategies for supporting scholars were discussed, and how after working hard on culture in past years, work was now focused on how to carry these cultural components through to instructional habits.

Mr. Shrum also addressed the practice NYSA rounds that were occurring prior to this year's NYSA. Mr. Berg asked about the causes of discrepancies between internal metrics of proficiency and lower apparent proficiency on past years NYSA results, inquiring specifically about his perspective on the relationship between these two lenses on student outcomes. Using Eureka math as an example of how standards are taught and tested at HPE, Mr. Shrum spoke to how standards are rolled out through the curriculum during the year, how the NYSA assesses a subset of the overall common core standards and how due to timing the NYSA assesses some skills which are not introduced to the HPE scholars until later in the year, all making for an imperfect alignment. Mr. Shrum also believes there are many points to be gained by working on test taking strategies, noting HPE scholars' strong results on multiple choice components,

contrasted to DPHE scholars' strong open response results and spoke to how the two Harlem Elementary schools were deeply involved in sharing teaching strategies to help support each other.

Jamal Epps, Chair of the Elementary School Academic Accountability Subcommittee (ESAASC), asked if Mr. Shrum needed additional resources from the Board. Mr. Shrum thanked members of the ESAASC for visiting the school in December and invited the whole Board to participate in an upcoming Career Day at HPE, to which an invitation would be subsequently sent.

Network Update

Kent Anker, VP of Public Policy and General Counsel for DPPS, briefly highlighted the recently released list of Colleges and Universities to which scholars from three of DPNY's high schools have been accepted. Dr. North expressed his interest in understanding more about these results and exploring some of the stories of our scholars and their experiences at college. Mr. Epps suggested the possibility of small case studies. Roger Berg inquired as to the percentage of scholars that had been accepted into at least one college by this time (February) and Josh Pristaw requested an update from the Alumni Support Team at DPPS on college persistence and the health and utilization of the micro-grant program. DPPS will provide updates to these inquires. Mr. Anker also spoke about the first round of international trips set to begin on 2/16/18, spoke to some of the logistics around how the trips are funded and how scholars apply for the opportunity to go.

Committee Updates

Academic Accountability Committee

Roger Berg, Chair of the Academic Accountability Committee, updated the Board on the ongoing efforts between DPNY and DPPS to create various data reports that will be distributed to the Board throughout the year with the goal being persistent referenceable data points to keep the Board informed as the school year progresses. Mr. Berg briefly commented on the first report released prior to this meeting, which has been very well received by the Trustees. Rick Abare, Special Advisor to the CEO for DPPS, thanked the Board for their help in drafting the first report, spoke about the nature of the iterative process of report creation in this context and discussed prioritizing certain content for the next Board meeting.

In response to a discussion about how to structure AAC subcommittee report review calls, Mr. Berg suggested back-planning from the date of the next Board meeting. Based on this, timing for the next release was agreed upon as follows: DPPS will release the next reports by March 9th, subcommittees will review and send any notes or questions back to DPPS by March 13th in order to provide time for DPPS to respond during follow up conference calls on or around March 16th. It is the responsibility of DPPS to keep the AAC informed regarding any issues or delays should they occur. The chairs of the AAC subcommittees will coordinate scheduling of conference calls with the assistance of DPPS staff.

Dr. North urged all subcommittees of the AAC to schedule school visits prior to the next Board meeting. Mr. Epps noted that the Elementary School subcommittee has already scheduled its next visit for March 19. Mr. Weiller explained the difficulties of coordinating the schedules of busy Trustees and requested assistance from DPPS staff in that process. Mr. Berg suggested that, although it was preferable for all three members of each subcommittee to be present for school visits, if only two members were available for any specific visit, the visits should be held with the two members rather than not holding the visits at all.

Finance Committee

Brian Berger, Chair of the Finance Committee updated the Board on an anticipated \$300 increase in per-pupil funding (PPF) for the 2018-19 school year, while also noting that the supplemental per pupil funding for special education scholars will not be increasing. Mr. Berger also gave account of his analysis of financial resources at each of the DPNY schools, noting the possibility of investing on some of these resources. A discussion on the logistics and merits of such an investment ensued, concluding with a commitment from DPPS to explore the possibilities and inform the Board, so the Finance Committee might make specific recommendations.

Mr. Berger then updated the Board on the organizations' displeasure with Sterling National Bank, which holds funds for Bronx Prep Charter School. Greg Spreeman, Chief Financial Officer for DPPS, noted a few specific problems that have occurred in the past, and noted that the other DPNY charters relations with Chase and Bank of America have been much better.

MOTION: Motion to terminate the accounts with Sterling National Bank in favor of Bank of America or Chase, subject to Mr. Spreeman's recommendation.

Motion approved unanimously at 7:37 p.m. Jamal Epps abstained from voting.

Mr. Berger updated the Board on progress made toward repairing Bronx Prep Charter School's HVAC system, noting that some initial communication with vendors is underway. Dr. North expressed his desire that an engineer be consulted to establish a scope of work, prior to soliciting estimates from vendors. DPPS agreed to this process.

Family & Community Committee

Josh Pristaw, Chair of the Family and Community Committee, inquired about follow up from the previous months Board resolution. Mr. Anker answered that subsequent communications from the office of the Special Commissioner for Investigations of the New York City Department of Education indicated they were pleased with DPNY's handling of the complaints.

Development Committee Update

At the behest of Doug Snyder, Chair of the Development Committee, Mr. Anker updated the board on recent dialog with First Workings, an internship and training placement organization. First Workings is aware of DPNY's desire to be involved in its program and Mr. Anker has and will continue to share relevant information as needed.

Governance Committee

A discussion ensued around board structure and looking into the possibility of adding a DPNY alum who has completed college. Alastair Wood inquired about any current fundraising efforts, to which Mr. Anker noted the Alumni Support Program as the target for any and all funds raised. Discussion ensued about the future of this program from a financial health standpoint. DPPS will inform the board about how donations are currently accepted. Dr. North suggested that Trustees should assume a donation obligation, although without any required minimum commitment. That suggestion was tabled for future discussion.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 8:02 p.m.



**Democracy Prep New York Charter Schools
Board of Trustees Meeting**

240 East 123rd St., New York, NY 10035
6:30 PM - April 18th, 2018

Meeting Minutes

PRESENT

Dr. Robert North
Doug Snyder
Brittany Mullings
Roger Berg
Brian Berger
Alastair Wood
Josh Pristaw
Katie Duffy
Jake Foley
Sean Windsor

ABSENT

Steve Gordon
Greg Weston
Jamal Epps
Linda Bell
Trevor Gibbons
Ken Weiller

GUESTS

Tanya Nunez
Greg Spreeman
Rick Abare
Elisa DiMauro

Dr. Robert North, Board Chairperson, called the meeting to order at 6:40 p.m.

MOTION: Motion to approve the minutes from the Board's February 15th, 2017 meeting.

Motion approved unanimously at 6:41 p.m.

Finance Committee Update

Brian Berger, Chair of the Finance Committee, updated the Board on a larger than expected increase in per-pupil funding for charter schools which is part of the New York State Budget, going into effect for the 2018-19 school year. Mr. Berger also mentioned the possibility of receiving an additional funding increase as part of a one-time appropriation which, if realized, would materialize around April 2019.

Mr. Berger discussed the process of temporarily transferring funds from charter to charter. Mr. Berger and Katie Duffy, Chief Executive Officer for DPPS highlighted the process for authorizing this action and the difficulty of obtaining authorization from a responsible Trustee where time is a factor. Mr. Berg pointed out that both the timing and the amounts necessary should in many cases be relatively predictable and suggested that the board give authorization to the Greg Spreeman, Chief Financial Officer for DPPS, to carry out this process in an efficient manner, subject to appropriate limitations. Agreeing with Mr. Berg, Mr. Snyder and Mr. Pristaw suggested that DPPS propose this process for a vote by the Board at the next meeting.



Mr. Berger and Mr. Snyder updated the Board on their respective discussions with Advisors and Institutions who could best advise DPNY on how to manage its financial resources. Discussion ensued around the screening process, candidate pool and overall Board alignment on outcomes. Mr. Snyder proposed that he, along with any other interested Trustees, conduct an initial triage of prospective candidates and then present a short list to the full Board for its final determination.

Mr. Berger then updated the Board on the progress made in evaluating HVAC repairs at the Bronx Prep facility, mentioning the estimate for new control software received from Trane and the on-going system evaluation that is currently underway.

Mr. Berger closed the Finance Committee update by informing the Board that no material qualifications appeared in the auditors' reports from the audits of the 2016-17 fiscal year.

Schools Update – DPCS Leadership

This month's Schools updates were delivered by Tanya Nunez and Elisa DiMauro, Principals of DP Charter Middle and DP Charter High respectively.

Ms. Nunez, a ten-year veteran at Democracy Prep, began her update by discussing the recent round of ELA State Testing and achieving perfect attendance for both testing days. Ms. Nunez then spoke to the Board about a Student Council planned walkout on Friday, 4/20 to support young people who have been affected by gun violence. Recently, a Doctoral candidate visited the school to build on work the scholars have done in ELA in reference to what the Obama presidency meant to Harlem.

Ms. Nunez listed out some more notable items, including Danielle Cummings earning a finalist spot in a recent Spoken Word competition at the Apollo Theater and DPCMS's upcoming Day of Service. Ms. Nunez noted that last year's DPCMS Day of Service saw an excellent influx of parent involvement, a trend she expects to continue this year. She ended her update by encouraging the Board to attend the School's Spring musical, *Aladdin Junior*.

Mr. Snyder asked Ms. Nunez if she knew how many staff were intending to return next year, to which Ms. Nunez replied she anticipated all but two coming back.

Ms. DiMauro, a former Teacher at Democracy Prep now in her first year as Principal, opened her update by talking about the extremely positive effect the Dance program was having on a vast majority of the student body at DPCHS. This year, the school formed a partnership with a local Senior center which partnered scholars with residents, so the scholars could learn their stories and choreograph art based on them. In response to a question from a Trustee about the type of Dance being studied, Ms. DiMauro explained that though the course was mostly contemporary Dance, but that national standards are being assessed as scholars progress through the course.



Ms. DiMauro also discussed the addition of Computer Science in an effort to boost interest in STEM by making a course available to 9th and 10th graders, while offering AP level Computer Science to 11th and 12th graders. Ms. DiMauro then described the process currently underway under which scholars are asked to defend their Change the World projects and how this process mimics a thesis defense. She encouraged the Board to participate if they are available.

Finally, Ms. DiMauro encouraged the Board to attend Senior Signing Day when each senior receives recognition for accepting a seat at a College or University. This year, Senior Signing Day takes place in the DPCHS auditorium at 3:00pm on May 18th.

Academic Accountability Committee Elementary School Subcommittee

Roger Berg, Chair of the Academic Accountability Committee, began his update by discussing the Elementary School Subcommittee's recent visit to DPHE and HPE. The visit to HPE happened to coincide with the Spring School Review for HPE and the seriousness of the review process was evident. Mr. Berg discussed the nature of attendance and punctuality challenges, touching on the nature of such challenges with young scholars who must be brought to school by an adult and mentioned some of the efforts the schools employ to improve these important metrics. Further, Mr. Berg also noted that Mr. Shrum at HPE has been innovating some new strategies with the scholars regarding discipline which seem to be having a positive effect. Noting the difference in percentages of scholars with at least one suspension at each school, Mr. Berg asked about possible explanations. Ms. Duffy replied that much of this came down to style of leadership and the ways scholars are encouraged to work through challenges.

Mr. Berg then discussed the Academic Reports for the end of Trimester 2. As elementary scholar growth is indicated more by certain assessments than by 'End of Course' grades, Mr. Berg expressed concern that the current versions of the reports do not provide enough information for the Board to properly determine whether the scholars are making appropriate progress especially where STEP, the primary Reading assessment taken by ES scholars, is concerned. A discussion ensued about the nature of STEP assessments and the challenges in imposing a linear growth framework. Rick Abare, Special Advisor to the CEO spoke to the challenge in creating a meaningful governance level report and noted that working on STEP reporting specifically was a top priority going forward.

Middle School Subcommittee

Alastair Wood, Chair of the Middle School Subcommittee, discussed the Subcommittee's current efforts in examining the data reports from the first two Trimesters with the goal of contextualizing them from the Governance viewpoint and identifying efficiencies in their use. Mr. Berg encouraged striking a balance between making available the extensive data in the larger reports and providing guidance to the Trustees as to significant trends and results. Mr. Abare agreed that development of the most effective data reports was an iterative process requiring the Board to maintain an active voice in soliciting the tools it needs.



High School Subcommittee

Brittany Mullings, representing the High School Subcommittee, discussed the recent visits to two of the DPNY High Schools. Ms. Mullings communicated the Principal's excitement at having the Board present in the schools and their encouragement to continue to strengthen the Board's connections by including them in any possible activities and events.

Development Committee Update

Douglas Snyder, Chair of the Development Committee, updated the Board on his work in organizing a framework for development. Mr. Snyder mentioned several tentative ideas with a call to the Board to decide its prioritization as a group. Mr. Snyder cited as an example the solicitation of corporate gift bags for graduates. He also discussed the possibility of soliciting the Board for a Trustee's gift, after determining the goal for this gift, which would then help determine the level of Board participation to be sought. Mr. Snyder suggested that this subject would require thorough discussion by the Board to define its objectives.

Family & Community Committee

Josh Pristaw, Chair of the Family and Community Committee, updated the Board on a recent issue at Harlem Prep Middle School and the subsequent actions that were taken by Leadership.

MOTION: Motion to enter Executive Session.

Motion approved unanimously at 8:40 p.m.

MOTION: Motion to exit Executive Session.

Motion approved unanimously at 8:55 p.m.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 8:56 p.m.



DEMOCRACY PREP NEW YORK

Work Hard. Go to College. Change the World!

Democracy Prep New York Charter Schools Board of Trustees Meeting

Pillsbury Winthrop Shaw Pittman

8:00 AM

June 12th, 2018

1540 Broadway, 22nd Floor, New York, NY 10036

Meeting Minutes

PRESENT

Dr. Robert North

Doug Snyder

Brittany Mullings

Roger Berg

Brian Berger

Alastair Wood

Josh Pristaw

Katie Duffy

Jake Foley

Sean Windsor

Ken Weiller

Stephen Gordon

Greg Weston

Jamal Epps

Trevor Gibbons

ABSENT

Linda Bell

GUESTS

Kent Anker

Greg Spreeman

Rick Abare

Dr. Robert North, Board Chairperson, called the meeting to order at 8:03 a.m.

MOTION: Motion to approve the minutes from the Board's April 18th, 2018 meeting.

Motion approved unanimously at 8:04 a.m.

Schools Update

Katie Duffy, Chief Executive Officer of Democracy Prep Public Schools, updated the Board on current events around Democracy Prep New York. Ms. Duffy spoke about the variety of trips each school might take at the end of the year, discussed Trimester 3 Testing and reminded the Board that this year's graduation ceremonies were taking place on Monday, June 25th.

Ms. Duffy spoke briefly about Summer School. She noted that process for best determining which scholars would benefit the most from Summer School is an ongoing area of focus for the Academic Team at the network and gave examples of different scenarios where Summer School would or would not benefit a scholar.

Josh Pristaw asked about parent's perceptions of Summer School. Ms. Duffy noted that, in most cases, parents are supportive of summer school as it kept their kids engaged throughout the Summer and provided support academically in deficient areas. A discussion about alternate uses of Summer School resources ensued regarding the comparative value add of alternative support structures during the regular school year and testing the efficacy of those approaches at different schools.

Jamal Epps asked about how DPPS scholar retention rates compared to other networks. Ms. Duffy explained that networks did not readily share this data, but anecdotally DPPS retention rates were comparable to other networks with similar models. Mr. Berg asked about the thought process around consecutive retentions. Ms. Duffy noted that DPPS is extraordinarily hesitant to retain in-grade more than once and should the case arise, DPPS makes use of Light's Retention Scale to help determine if retention will benefit the scholar in question.

Network Update

Ms. Duffy then updated the Board on Freedom Prep High School's first High School Graduation, set to take place Thursday, June 14th. Roger Berg asked about the level of selectivity of the colleges the FPHS scholars will be attending in the Fall. Ms. Duffy took the opportunity to speak about a couple of notably selective schools then spoke about how we expect to see selectivity improve over time, just as it has at the DPNY High Schools. Mr. Berg also asked about how DPPS supports scholars with the adjustment to college life, which prompted Ms. Duffy to speak about the Alumni Support Team and the Micro-grant program and their respective roles in helping support Alums as much as possible.

Ms. Duffy then informed the Board that DP-YOU, Democracy Prep's yearly staff-lead professional development workshop, will be held in San Antonio on October 26th and 27th and encouraged the Board to attend.

Materials Review

Management Agreement between DPNY and DPPS for the 2018-19 School Year

Roger Berg noted that the only substantive changes for SY1819 deal with language around using the management fee to buffer the budget and the process for advancing funds within the organization, should either case come to pass.

MOTION: Motion to approve the Management Agreement between Democracy Prep New York Charter Schools and Democracy Prep Public Schools for the 2017-18 instructional year.

Motion approved unanimously at 8:30 a.m. Katie Duffy abstained from voting.

DPNY Operating Budget for 2018-19 School Year

MOTION: Motion to approve the Operating Budget for Democracy Prep New York Schools for the 2017-18 School Year.

Motion approved unanimously at 8:40 a.m.

Student & Family Handbook

Jamal Epps addressed the density of this handbook, inquiring about the feasibility of creating an Executive Summary. Ms. Duffy explained that it would be possible to create some supplementary material to ease access to particularly crucial areas, but that a document containing all of this material did need to exist. Mr. Berg was supportive of the idea of identifying these high leverage items given the requirement of the family's signature. Kent Anker, Executive Vice President & General Counsel for DPPS suggested creating an outline as a first step, to which the Board was supportive. Mr. Epps advocated for an increase in the amount of time a party had to address the Board while a Board meeting was in session, should such a hearing be necessary. Mr. Epps further suggested that language concerning visible tattoos be changed from 'prohibit' to 'reasonable effort to cover'. There was discussion and the Board agreed with Mr. Epp's suggestions.

MOTION: Motion to approve the Student & Family Handbook pending the suggested changes.

Motion approved unanimously at 8:59 a.m.

Financial Policies & Procedures

MOTION: Motion to approve the Financial Policies & Procedures Manual.

Motion approved unanimously at 9:00 a.m.

Personnel Manual

Kent Anker updated the Board on the status of the Personnel Manual, noting changes to language on staff relations and harassment we under heavy scrutiny to make sure the language was as current as possible. As this progress is currently underway, approving this manual will be tables until the July DPNY Board meeting.

Finance & Facilities Update

Mr. Epps asked about the status of school safety plans. Ms. Duffy noted, after the events we've collectively borne witness to domestically in the US this year, that School Safety plans for each facility are currently under revision and due to be submitted by July 7th 2018. These plans will be review by Facilities, Legal and the Superintendents Teams. Mr. Anker informed the Board that SUNY renewal packets require the submission. Discussion ensue regarding drills, safety plans and state regulations. Mr. Epps and Mr. Anker discussed some details regarding security cameras.

Brian Berger, Chair of the Finance Committee, updated the Board on the progress made concerning the HVAC system at the Bronx Prep Charter School facility. As the evaluation study was completed in early May, proposals are being elicited from various contractors, so several cost estimates can be compared.

Development & Strategic Partnership Update

Doug Snyder, Chair of the Development & Strategic Partnership Committee, provided a thorough update on the search process for a partner institution for the purpose of helping manage any relevant assets. Based on interview with various institutions over the last several weeks, Mr. Snyder reviewed an evaluation rubric and compared their respective functions and services, recommending follow up conversations with

three institutions. Mr. Snyder solicited participation in the follow up interviews from the Board and suggested that the final selection present to the full Board in September. There was general agreement and the Board thanked Mr. Snyder for his work.

Family & Community Committee

Josh Pristaw, Chair of the Family & Community Committee, updated the Board on a complaint from a parent of a scholar at Bronx Prep. The complaint regarded insufficiency in the level of IEP service delivered throughout the year. After an investigation by the DPSS Legal Team and the Family & Community Committee, it was determined that indeed there was a gap in services. The Committee made an offer of supplementary services for the scholar which the parent has accepted. The process of working with the family has been generally positive. An overview of IEP service delivery, with an eye to similar structural deficiencies, was performed and this incident was isolated.

Governance Committee

Dr. North encouraged the Board to bring forward any suggestions they might have about potential additions to the DPNY Board.

MOTION: Motion to adjourn the meeting.

Motion approved unanimously at 9:37 a.m.