

Special KHS Board Meeting

Tuesday, September 23

6:00 pm - 8:00 pm

Middle School/Room #220

SPECIAL MEETING

Areas of Focus: Compliance

A special meeting of the Board of Directors was held on Tuesday, September 23 in the Kestrel Heights Middle School at 6:00 PM. The meeting was called to order at 6:05 PM by Nancy-Anne Potts.

Purpose: To ensure the Outcomes in our Charter are being accomplished and that all parameters are being followed.

The following Directors were in attendance: Josephe Featherstone, Nancy-Anne Potts, Glenna Boston, Jessica DeCuir-Gunby, Jamie Gunter, Mary Carter, Shane McCurdy, Tony Hunt and Micheal Abensour with guests Stephon Bowen and Mark Tracy

The following Directors were absent: Andrew Joseph and Kathy Chapman

Public Comment:

There was not public comment.

Strategic Plan:

Micheal Abensour lead discussion of the proposed strategic plan due to the Office of Charter Schools. Each section was reviewed to correct wording, define terminology, and received explanation by each director responsible for drafting the section.

Extend Meeting:

Motion: Jessica DeCuir-Gunby motioned to extend the meeting time pass 2 hours.

Second: Micheal Abensour

Vote: Unanimously approved.

Strategic Plan:

After much discussion, the following motion was made:

Motion: Glenna Boston made a motion to adopt the strategic plan as revised.

Second: Tonya Hunt

Vote: Unanimously approved.

Amendment to Strategic Plan:

Discussion ensued to amend the strategic plan as recently adopted. *See Attached Document #1.*

Motion: Nancy-Anne Potts made a motion to amendments made to the strategic plan.

Second: Tonya Hunt

Vote: Unanimously approved.

Status of documents due to Office of Charter Schools:

Attorney Stephon Bowens presented and lead discussion regarding Kestrel Heights amended Official policies. See attached document #2.

Motion: Tonya Hunt made a motion to accept the policies as amended by Attorney Bowens.
Second: Nancy-Anne Potts
Vote: Unanimously approved.

New Tenant Update:

Attorney Bowens led discussion regarding new tenant. At this time a traffic engineer has not been secured due to time limitations. Attorney Bowens will continue to research traffic engineers.

Attorney Bowens received confirmation that chemicals used by the new tenant, as reported, will not be a danger to the students of Kestrel Heights. Dr. Andrew Joseph confirmed his report.

No motion was made or required.

Executive Director Report:

Dr. Mark Tracy presented brief report regarding Employee Leave Request and High School Grounds Contract.

Discussion ensued regarding High School Grounds contract in which Attorney Bowens would follow-up regarding the contract and provide report at next regularly scheduled board meeting pertaining to an exemption policy.

No motion was made or required.

Motion: Glenna Boston made a motion to adjourn the meeting at 9:10 PM.

Second: Mary Carter

Vote: Unanimously approved.

The meeting adjourned at 9:10 PM.

KESTREL HEIGHTS SCHOOL



Come Soar With Us

STRATEGIC PLAN 2014-2017

TABLE OF CONTENTS

- 1. Executive Summary.....Page 3
- 2. Academic Metrics and Student Performance Goals.....P. 4
- 3. Faculty and Staff Development and Retention.....P. 6
- 4. Enhancing School Culture Within and Without.....P. 8
- 5. Infrastructure and Technology.....P. 10
- 6. Board Governance and Financial Planning.....P. 12
- 7. Long-Term Goals.....P. 14

1. EXECUTIVE SUMMARY:

MISSION STATEMENT: *KESTREL HEIGHTS SCHOOL PROVIDES AN ENVIRONMENT WHERE ACADEMICS ARE EMPHASIZED, WHERE CHILDREN ARE ENCOURAGED TO EXCEL AND PERFORM AT THEIR MAXIMUM POTENTIAL AND THAT PROMOTES CREATIVITY AND EXCELLENCE IN ACCORDANCE WITH THE PAIDEIA PRINCIPLES.*

VISION STATEMENT: *BELIEVING THAT ALL CHILDREN CAN SUCCEED IN A SAFE AND CHALLENGING ENVIRONMENT, KESTREL HEIGHTS SCHOOL IS DEDICATED TO NURTURING A COMMUNITY OF LIFELONG LEARNERS. KHS WILL FOSTER THIS COMMUNITY BY ESTABLISHING HIGH EXPECTATIONS, MODELING CHARACTERISTICS OF RESPONSIBLE CITIZENS, AND FOCUSING ON THE DEVELOPMENT OF THE WHOLE PERSON.*

VALUES: *COMMUNITY (SCHOOL AND LOCAL), ACADEMIC RIGOR, PROFESSIONALISM, STUDENT INVOLVEMENT (INSIDE AND OUTSIDE OF SCHOOL), AND SPIRIT.*

Summary:

Since 1998, Kestrel Heights has been dedicated to the success of each and every K-12 student that has passed through its doors. In order to ensure success for students, their families, the staff, faculty and the larger community that Kestrel Heights serves, the Board of Directors has consulted with numerous stakeholders, both internal and external, via surveys and town hall meetings, to create a three-year strategic plan for 2014-2017 to guide Kestrel as it grows and excels.

Student academic performance, both individual and collectively as a school, is the basic metric by which success at Kestrel Heights will be measured. At the heart of the strategic plan is a focus on enhancing individual student academic achievement to significantly surpass NC schools with similar demographics.

The ultimate goal of this 3-year plan is to pave the way to receive a 10-year charter renewal for Kestrel, placing it firmly on a path of continued, sustainable growth and academic excellence. Each of the seven goal areas listed in the Table of Contents is intended to bolster that eventual, long-term goal.

2. ACADEMIC METRICS AND STUDENT PERFORMANCE GOALS

Goal 1: Kestrel Heights School will create a rigorous academic environment that will prepare students for college.

- ✓ *Objective 1(a):* Increase cohort¹ percent correct on End of Grade (EOG) tests in both reading and math by 5 percentage points per year over the next 3 years in grades 3-8 (for example year 1: 50%; year 2: 55%; year 3: 60%).
- ✓ *Objective 1(b):* Increase the Standard Graduation Rate (4 years) by 3% annually over the next three years (for example year 1: 50%; year 2: 53%; year 3: 56%).
- ✓ *Objective 1(c):* Increase the percent of Annual Measurable Objectives (AMO's) met by 5% over the next three years (for example year 1: 50%; year 2: 55%; year 3: 60%).

Goal 2: Increase academic performance so at least 60% of students meet reading, math, and science standards, as measured by North Carolina each year.

- ✓ *Objective 2(a):* Provide all students with a content-rich education at each grade level that supports them in meeting North Carolina state standards and provide each student with a well-rounded education.
- ✓ *Objective 2(b):* Increase our use of data-driven instruction through quarterly, standards-based assessments in core content areas, specific action plans to re-teach necessary skills to those who need it and extend learning for students who have mastered the content, and effective feedback to students about their progress and performance.
- ✓ *Objective 2(c):* Review current Paideia curricula, instruction, and assessments, as well as educational research and practices at successful schools, to determine and increase support for best practices for increasing student success.

¹ Cohort refers to tracking students by class/graduation year.

- ✓ *Objective 2(d):* Develop a Personal Education Plan (PEP's) for each student who is below grade level, PEP's should be developed by the end of first quarter and reviewed quarterly.

Goal 3: Decrease the achievement gap demonstrated between subgroups based on race, special education status, and free/reduced price lunch.

- ✓ *Objective 3(a):* Develop programs to better support students with special needs and to provide early interventions for students who are not meeting standards.

3. FACULTY AND STAFF DEVELOPMENT AND RETENTION

Goal 1: Kestrel Heights School will retain the majority of the staff by providing quality professional development to maintain a competent instructional organization.

- ✓ *Objective 1(a):* Maintain a rigorous Beginning Teacher Support Program (BTSP) that provides quality mentorship and professional support for new teachers in K-12 grade.
- ✓ *Objective 1(b):* Develop and implement an Employee Development program that provides comprehensive and differentiated professional development to teachers, teacher assistants, administrative staff, and building level leaders; including certification renewal and credited educational units.

Goal 2: Implement a common performance review process across all schools, with measureable ratings so that staff and faculty are able to understand areas for improvement and areas of strength.

- ✓ *Objective 2(a):* Develop and Implement a Performance Review Plan.
- ✓ *Objective 2(b):* Pilot review process.
- ✓ *Objective 2(c):* Implement performance review process across all schools.
- ✓ *Objective 2(d):* Use reviews as part of contract renewal processes.

Goal 3: Improve data collection process by which staff, faculty and leadership can receive direct feedback. Such a process would help faculty and staff more effectively determine areas that need to be improved and those that are working.

- ✓ *Objective 3(a):* Revise staff and parental surveys to gather data relevant to key principles of the organization.
- ✓ *Objective 3(b):* Conduct baseline surveys; this will represent the baseline by which subsequent surveys will be compared.

- ✓ *Objective 3(c):* Conduct exit interviews with non-returning faculty and parents of non-returning students.

4. ENHANCING SCHOOL CULTURE WITHIN AND WITHOUT

Goal 1: Restore trust and increase communication with teachers and staff by increasing the visibility and the relationship between the board and staff.

- ✓ *Objective 1(a):* Year 1: Conduct staff surveys to assess satisfaction. Use the 2013-2014 staff surveys in order to establish a baseline, continuing to increase satisfaction by 5% yearly.
- ✓ *Objective 1(b):* Establish a teacher advisory board to serve as a liaison between the Board and the staff.
- ✓ *Objective 1(c):* Create a central drive to store pertinent information that is accessible by staff.

Goal 2: Restore trust and increase communication with parents by utilizing current technology to facilitate communication and increase parental satisfaction, particularly upon graduation.

- ✓ *Objective 2(a):* Using the 2013-2014 PTSO surveys as a baseline working towards a 5% yearly increase in satisfaction.
- ✓ *Objective 2(b):* Establish a parental advisory board to serve as a liaison between the Board and parents.

Goal 3: Foster inter-school projects for students and staff to create an environment of camaraderie utilizing the skills of older students to teach younger students resulting in enrichment opportunities and leadership development for middle and high school students.

- ✓ *Objective 3(a):* Increase inter-school student interaction by at least one activity a year.

Goal 4: Improve the school's community image and the visibility of students/staff through joint inter-school projects, community service projects for students and families, and exploring the possibility of enacting a student community service policy.

- ✓ *Objective 4(a):* Explore different policy approaches for enacting a mandatory student community service requirement.
- ✓ *Objective 4(b):* Establish one community service project per school to be completed during the academic year by requiring students in each school to participate in one community service project beyond the school environment.

5. SCHOOL INFRASTRUCTURE & TECHNOLOGY

Goal 1: Renovate/upfit existing space in Elementary and Middle School to a dedicated gymnasium.

- ✓ *Objective 1(a):* Solicit proposals and plans by end of 2014.
- ✓ *Objective 1(b):* Perform evaluation of proposals and costs and develop a multi-year construction plan by the end of the 2014 school year.
- ✓ *Objective 1(c):* All phases of the plan to be finished by 2017

Goal 2: Develop an IT hardware infrastructure plan – network, servers, etc. – that supports our expanding community as well as the unique footprint of Kestrel (a multi-building campus).

- ✓ *Objective 2(a):* Complete the High School by 2017
- ✓ *Objective 2(b):* Learn from other K-12 institutions as to what mix of IT support staff (both numbers and expertise) are required to support an institution of Kestrel's size.
- ✓ *Objective 2(c):* Identify the right academic support staff (digital learning specialists) who can work with both teachers and students to provide access to learning opportunities and technologically engaging activities for teachers to use in their lesson plans.
- ✓ *Objective 2(d):* Utilize cost-effective cloud solutions that also meet strict security requirements that protect student privacy.
- ✓ *Objective 2(e):* Develop an annual assessment tool for overall technology adoption and use by teachers and students to gauge progress.

Goal 3: Explore development/use or possible sale of additional 10 acres of property including identification of additional uses and possible improvements and/or removal of tax liability.

- ✓ *Objective 3(a):* Explore utilization of the property for educational purposes.
- ✓ *Objective 3(b):* Perform complete evaluation of the property, including assessment of market value.

Goal 4: Install a comprehensive security system and communication network on the campus.

- ✓ *Objective 4(a):* Completion by 2017.

Goal 5: Increase access to technology, both devices and digital content for all Kestrel students, pending available funding.

- ✓ *Objective 5(a):* Define a baseline technology standard.
- ✓ *Objective 5(b):* Develop a pilot implementation of the technology standard.

6. BOARD GOVERNANCE AND FINANCIAL PLANNING

Goal 1: Kestrel Heights will obtain a 10 year charter (during the next renewal phase).

- ✓ *Objective 1(a):* Ensure compliance in all areas (in EC, testing, governance, etc.) across all school levels
- ✓ *Objective 1(b):* Kestrel Heights teaching staff will provide/engage in instruction/practice using the Paideia (teaching method/instructional program)

Goal 2: Improve meeting transparency.

- ✓ *Objective 2(a):* Develop and post a yearly master calendar.
- ✓ *Objective 2(b):* Post the meeting agendas online.
- ✓ *Objective 2(c):* Stay in compliance with open meeting laws

Goal 3: Comply with all Department of Public Instruction and Office of Charter School rules and regulations.

- ✓ *Objective 3 (a):* Hold board trainings at least once a year.
- ✓ *Objective 3(b):* Attend Office of Charter School board informational webinars and workshops when possible.

Goal 4: Make progress towards state standards for cash reserve.

- ✓ *Objective 4(a):* Increase reserves until we reach the target of 6%.

Goal 5: Establish a comprehensive and efficient financial management process including budgets, cash flow and balance sheet.

- ✓ *Objective 5(a):* Establishment of an updated budget design and template that allows better management of operations.
- ✓ *Objective 5(b):* Creation of a monthly cash flow statement.
- ✓ *Objective 5(c):* Establishment of Key Indicators for use by management and the board to quickly assess the financial health of the school.

Goal 6: Establish the Kestrel Heights Public Charter School Foundation to support the funding of long term needs such as a new facility and other capital intensive requirements.

- ✓ *Objective 6(a):* Select the members to serve on the Kestrel Heights Public Charter School Foundation Board of Directors (to be called the Foundation Board).
- ✓ *Objective 6(b):* Ensure annual meetings between the Board of Directors of Kestrel Heights and the Foundation Board to ensure oversight and working relationship.

7. LONG TERM GOALS (GOALS BEYOND 3 YEARS)

- Goal 1: Explore long-term financing options for purchasing permanent facilities for Kestrel Heights or a comprehensive renegotiation of the building leases.**
- Goal 2: Develop a master land use plan for all the school property.**
- Goal 3: Develop a comprehensive technology program for the entire school.**
- Goal 4: Achieve the state guidelines for cash reserves.**