

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
August 14, 2012

---

**Board Members Present:** Kathy Chapman (KC), Dr. Jessica DeCuir-Gunby (JD-G), Tonya Hunt (TH), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Liz Videau (LV), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Philip Adkins (KHS lawyer—PA), Alicia Adrian (PTSA President), Dr. Jenny Hiemenz (KHS Exceptional Programs—JH), Nancy Spencer (EC consultant for KHS—NS); Margaret Yeager (MY)

*Meeting called to order 6:37 by GM.*

*Approval of June minutes. TH. LV. Approved, 8-0.*

**Diane Wright**

- Retired teacher. Currently works at the NC Bar Association
- Nominated by GM for Board membership
- Taught at alternative high schools in the past. Githens MS and Riverside HS in Durham.
- Paideia-trained
- Currently developing programs for teachers

*Motion by GM to elect DW as a Board member. Second by RM. Approved 8-0.*

**Review of Teachers as Voting Members of the Board**

- Review by RM of situation to date (potential conflict of interest)
- PA—can be done. Up to Board.
- SO—use of committee structure to gather/use personnel input
- TH—give the elementary folks a year to focus on teaching/learning. Proposal—bring on Andrew Joseph as a non-voting member this year. Earned consideration with his considerable input to the Board on a regular basis. Invite him to the next Board meeting.
- LV—At end of the year, after seeing how committee structure works and study of how to better integrate faculty into the governance of the school, finalize a plan.

**Review of the July 14, 2012 Retreat**

- SO summarized Board Goals on the last page
- Warm welcome to the new Board members (KC, JD-G, NAP, LV, and DW)
- Philip Adkins will remain as our Board attorney
- GM—on first page look at accomplishments. Elementary school opened this fall. Academic achievement gains significant this year. Kudos to the administration, teachers, and students of KHS!!!
- Update on health care consortium being investigated by SO. Contacted Sen. Eddie Goodall (Association of Charter Schools) and he is interested in forming a group of twenty-five schools that would form a consortium—progress being made here and Sen. Goodall will keep us posted. TD indicated that our insurance agent is also pursuing. PA also had a line on a new retirement program (cost beneficial).
- NAP has put GM in touch with a CPA. Interested in learning more about the Board and treasurer responsibilities from Kim Anglin.

- Do Special Programs stakeholder meeting in March according to Nancy Spencer (EC consultant for KHS)

### **Financial Report**

- Welcome by TD to new Board members
- One-page FY 2013 presented to Board
- TD also circulated the longer, detailed budget for FY 2013
- Biggest concerns this year—two capital notes for buildings. Surplus of \$5+K with \$8.5 million budget for ?FY 2013
- Invite Tom Williams (Acadia North Star financials) to present to the Board in October
- Surplus this year tight because of elementary school unfit
- Continue to look to purchase the elementary/middle school building
- GM—continue to work on business partnerships and foundation development this year as a Board Goal

### **Highlights of Director's Report (TD and Rim)**

- Elementary staff complete except for maybe a TA or two
- Middle school—need an EC teacher
- Recent additional impact fees (minor). At next Board meeting, TD to bring reconciled building figures
- TD to United Therapeutics today—moved a truckload of furniture (\$15K) to the elementary school today. Elementary school parent connection. GM—have a Board member or two meet for lunch with UT folks—they are interested in KHS

### **PTSO Report (Alicia)**

- Over 200 members signed up now
- Appreciation lunches
- Contact local mall—matching grant possibilities. Fencing, drama, theater, etc. interests
- Used book sales, balloon figures, etc. in a carnival fund-raiser
- Sept. for room and grade level parents
- Book Fair—October
- Check for \$800 from Target
- SO—how did we do at the Barnes and Noble event last year? Expand this year?

### **Criminal Background Checks**

- For volunteers

*Motion by SO to have all volunteers to have a criminal background check. To be researched by GM for details and communicated to Board about process. Seconded by NAP. Approved 9-0.*

### **Closed Session**

*Meeting adjourned at 9:53 by GM. RM. Approved 9-0.*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
September 11, 2012

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Dr. Jessica DeCuir-Gunby (JD-G), Tonya Hunt (TH), Joseph Featherstone (JF), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Liz Videau (LV), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSA President, AA), Philip Adkins (Lawyer, PA), Andrew Joseph (Tentative Faculty Representative, AJ), Mrs. Joseph, Katie Durrett (teacher), Mavis Ottley (sixth grade science teacher, MO)

*Meeting called to order 6:31 by GM.*

*Approval of August minutes. TH. LV. Approved, 10-0.*

**Highlights of Directors' Report** –see high school handout

- Final audit done. Surplus of \$229,789!! GM—have Tom Williams give us a budget with correct dates for August. Sept. budget with 990 students. TD—federal grants to come in. SO—how much? TD—should get more EC funds because we have 120 students versus 72 last year. JF—lis Mr. Bunch's salary in the budget? TD—yes.
- Enrollment of 1,003. Continue to enroll students
- Elementary report—see handout
- Office of Charter Schools Self Study due January 7, 2013

**Contracts (PA)**

- Revise contracts
- Currently paying employees in advance. Continue? Human Resources Committee should take this up and other questions. Pay twice a month vs. once a month?
- Currently provide for short-and long-term disability. Should we continue with both? Short-term school pays first year (50-60%). Offer but teachers pay for it? TD to verify.
- Sick leave—on the paycheck? TD to check on this. Maggie B. (office) keeps a record
- Eliminate language about back pay

*Motion by TH to pay Margaret Yeager for leave/days of work as she transitions out of KHS employment. Second by SO. Approved 10-0.*

**Review of Teachers as Voting Members of the Board (discussed at the August meeting)**

- Review by RM of situation to date (potential conflict of interest)
- PA—can be done. Up to Board.
- SO—use of committee structure to gather/use personnel input
- TH—give the elementary folks a year to focus on teaching/learning. Proposal—bring on Andrew Joseph as a non-voting member this year. Earned consideration with his considerable input to the Board on a regular basis. Invite him to the next Board meeting.
- LV—At end of the year, after seeing how committee structure works and study of how to better integrate faculty into the governance of the school, finalize a plan.
- *Statement by AJ. See documents submitted at the August meeting. Relationship with KHS since 1998. Would be honored to serve as a non-voting member this year.*

*Motion by MB that Dr. Andrew Joseph be elected a voting member of the Board with the understanding that he recuse himself in the case of conflicts of interest (e.g. salary, personnel, etc.). Second by LV. Approved 10-0.*

### **PTSO Report (AA)**

- Annual survey. 45 pages long. Mostly positive. GM to send out to Board.
- Michelle Cutherall (former parent no longer with KHS) completed the survey; NAM to take on the annual survey for next year. Michelle SKYPED in to the meeting. E-mail me with questions. 2<sup>nd</sup> year of data collection. Can compare to first year. Mostly positive. Staff scores improved—staff liked their colleagues; improve on working conditions and communications (paperwork, amount of work). Parents 4.9 on 6.0 scale. Most satisfied with discipline and community feeling; work on safety and extra-curricular. Students separated out (MS vs. HS). Variation this year so separated out. HS—least satisfied; declining this year from 4.35 to 3.97. Low respect both ways (student to teacher and vice versa), proud of school, school spirit, safety. MS—lower but not as low; similar to HS (safety, proud of school, school spirit). Bullying incidents mentioned by parents and students. Recommendations: share full report and comments with staff. Make it available as an edited version to public. Next year separate parent for elementary; same for middle and high school. No positive comments for high school. HS indicators positive: respect for Principal. Middle school: parents care about my achievement, respect for principal. Sample size for students: MS = 300; 182 for HS. Safety clarification—is about the bullying (could be physical, cyber—not distinguished). TD—survey comparison with other charter schools; bullying a concern contrary to parental stated reason to be here for safety and academic reasons.
- General discussion of survey results by Board members. Bottom line—the Board needs to take a hard look at the numbers/results and analyze for understanding and context.

### **SACS Accreditation**

- TD working with teachers on technology plan
- Staff development coming (Positive Behavior Intervention Support model with students—middle school focus about rules/consequences/enforcement); Core Knowledge with elementary students. Use of survey results to direct some staff development needs
- School Improvement Plan development and improve communication with parents
- GM—involve more stakeholders with the KHS vision? TD—yes, gather that information

### **Circulate Committee Sign-up List**

*Meeting adjourned at 9:15 by GM. Second by TH. Approved 11-0.*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
October 9, 2012

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Dr. Jessica DeCuir-Gunby (JD-G), Tonya Hunt (TH), Joseph Featherstone (JF), Dr. Andrew Joseph (AJ), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSA President, AA), Joseph Bunch (Exceptional Children Department Chair, JB), Mavis Ottley (6<sup>th</sup> grade teacher, MO)

*Meeting called to order 6:30 by GM.*

*Approval of September minutes. Table to November meeting.*

**Public Comment**

- N/A

**Financial Report**

- Projected surplus of \$200+K at end of the year
- Budgeted more than we need for salaries, which will generate a surplus; several other areas budgeted more than we will end up needing
- NAP—we need to keep movement of line item monies so we can more accurately track our budget expenditures year to year to help us with planning
- Invite Tom Williams (Acadia NorthStar) to speak with the Board about the budget in November or December (other speaker: Dr. Tom Miller from the Office of Charter Schools to do Board training)

**PTSO Report (AA)**

- Finished Book Fair. Took in \$7,900 converts to 3,000 points with Scholastic, Inc.
- Southpoint Mall—celebrate schools event. KHS performing, participating this Saturday.
- Technology Committee—merging with Board committee? Possibility. Donations/acquiring computers. Several options for computer sources.

**Directors' Report** –see high school handout for details

- Enrollment. 1,013. ES = 386. MS = 311. HS = 316
- Demographics. Totals: 44% Black, 39% White, 4% Hispanic, 3% Asian, 3% Multi-racial, 1% Pacific and American Indian. TD to include gender, English as Second Language, and Exceptional Children with demographics
- Discipline. 22 total suspension or in-school suspensions
- Staffing. Fully staffed with 62 full-time teachers. 2 part-time teachers. 2 guidance counselors. 1 EC Director. 3 Principals. 1 Business Mgr. 1 Speech Pathologist. 1 Librarian. 2 Admin. Assistants. 1 teacher aides. Total faculty/staff = 87. Bobby Allen returning from the armed forces deployment. Looking to add some staff for 2013-14.
- Athletics. 8 KHS players suspended after incident. Coaches and students much watch webinar. KHS added another day of game suspension. GM—coach fired? TD—yes, but not for this incident. SO—were we fined for this behavior? TD—No.
- Middle School Gymnasium with stage? Working with Mr. Harrod to get the financial details (coming soon) and to complete project by Jan. 1<sup>st</sup>.

- HighMark another source of funding for Gymnatorium; also may lend us the money to buy the high school from Mr. Herrod. Mr. Herrod continues to be a strong supporter of KHS.
- GM and SO also met with folks from Bobbitt about funding. MB to take the lead on this.
- Athletic playing field. Working with Durham Eagles, Carolina Panthers, and Cal Ripken Foundation. Durham City to allow retention pond to be filled in. Seating for 500+. Total costs = \$1.2K. Need to move on this to have it open by next fall. TD talking with Horvath, City of Durham permit folks. TD to get figures for permits (\$5-10K estimated cost). Artificial turf field.
- Recent visit by Office of Charter Schools Consultant—good visit by Dr. Tom Miller. “A shining star in public education in Durham.”
- Spirit Week upcoming. Homecoming Game this Friday—BBQ in KHS parking lot with game at NCCU. Kick-off at 7:00.
- KC—add more about projects, activities, etc. to Director’s Report
- NAP—add Board to electronic weekly bulletin
- JD-G—invite Renita (or team leaders) to Board meetings (e.g. updates on Common Core, Core Knowledge)

**Exceptional Children (JB)**—see report for details

- First goal—establishing the culture of a “team” and this has been done
- EC teachers and regular education teachers accepted challenge of making this the “best program possible.” Both veteran and teachers new to KHS have come together
- Teachers working with students and their needs an observed strength—kids are getting served.
- Strong support by three administrators
- JB—Move all IEPs to an annual cycle that includes the academic calendar and a single grade level by this time next year
- JB—teachers have joined JB with the emphasis on documenting services and interactions with students. Requiring training for all teachers (online CECAS training). Do self-analysis, determine needs, and complete trainings. Contacted regional consultant of CECAS to come to KHS.
- Need for organization of records—everyone wants to “get it right.” Past ambiguity and conflicting information by previous EC leaders over records, services rendered, etc. caused problems for teachers. We are addressing this and teachers are positive in their approach to doing things different in EC. Self-audits by teachers to help fix the issues—having ownership with me and the administrators leading the way.
- Goal: by the end of the year, have the EC program on the right track, major issues resolved, and a plan for moving into the summer and next year.

**Elementary School Reports (RiM)**—see handout

- Playground opening a significant event
- Several elementary organizational activities completed
- Teacher evaluation online instrument used by Mrs. Webb in the past; will use this year beginning in October. DPI training coming soon for TD and RiM, and the school will be put into the statewide system so evaluations can begin this year.
- Lunch issues persist at elementary. Middle and high school OK for now. According to RiM and TD, Principal Webb can determine what lunch service she wants. TD and RiM will support her. Several complaints to the server by Principal Webb related to sanitation.

## **Committee Reports**

- Administrative Committee met—see handout. HR training for Maggie, Angie. Involve Philip Adkins as lawyer to review actions
- Instructional Services Committee—10 members. Initial tasks. First meeting late October
- Organizational Development and Support—initial meeting details TBD
- Auxiliary Services—initial meeting details TBD
- All committees need to take minutes and post meeting dates

## **Updates**

### SACS

- AdvanceEd recommendations. Status: technology committee coming, media center in good shape, “work in progress” over the next few years (2016)
- Self-study to be done

### DPI Reports due CIPP

- Report submitted by JB
- Dec. 1 head count for EC

## **Other Comments**

- MO—issue with request by 6<sup>th</sup> grade parents to have teachers e-mail daily assignment. Not best practice. TD—have 6<sup>th</sup> grade teachers meet with 5<sup>th</sup> grade teachers to help educate students/parents about 6<sup>th</sup> grade expectations. Invite parents in? Format? NAP—Open House night, parents walk the student’s schedule, expectations by teachers for parents.
- GM—at a meeting the other day. Discussion of impact fees. Apparently unconstitutional according to the North Carolina Supreme Court.
- JD-G. Questions about subscales vs. item analysis. We can revise analysis for next year.
- MO—teacher names mentioned in survey. Need to eliminate this for next year.

*Meeting adjourned at 8:50 by GM. Second by RM. Approved 12-0.*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
November 13, 2012

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Joseph Featherstone (JF), Dr. Andrew Joseph (AJ), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSO President, AA), Joseph Bunch (Exceptional Children Department Chair, JB), Mavis Ottley (6<sup>th</sup> grade teacher, MO), Renita Webb (Elementary School Principal, RW), Shana McLaughlin (3<sup>rd</sup> grade teacher, SM)

*Meeting called to order 6:35 by GM.*

*Approval of September and October minutes. NAM and DW. Second by SO and MB. Approved 9-0.*

**Public Comment**

- Brought to the Board's attention. On original calendar, Nov. 20<sup>th</sup> shows as full day. Then publicized as a half day. Since historically we do a half day before the Thanksgiving Day break, TD decided that we will keep the half day. Need for notification of KHS community and change of website? RiM will handle.

**Meet and Greet—Renita Webb, Elementary School Principal**

- Background history. Language Arts. Taught most middle and high school grades. Now at elementary level.
- Durham native—"coming full circle." Still live in Greensboro; married with three children.
- Incredible staff @ KHS!
- Fence going up around playground; first grade reports out (some explanation to parents to familiarize them with the KHS report card)
- Spirit Day successful
- Mayor Bill Bell to 2<sup>nd</sup> grade students
- Several activities cited with all grade levels participating
- 18 5<sup>th</sup> grade student ambassadors
- Staff member of the month established; good results from survey sent out by TD
- Core Knowledge and Common Core—do not try to do it all the first year. Transition period necessary. Teachers working on creating pacing guides this year—integrating CK and CC. SM—goal of making significant progress (75%) in completing curricula this year.
- Many grade levels used the national elections as a "teachable moment."
- MB—demographics reflective of Durham? RW—yes.
- International Night this Friday. Next year have an elementary school representative on the planning committee. Teacher "buzz" in the building about this for next year.
- KC—thanks for the enthusiasm and welcome!



## **Financial Report**

- Tom Williams from Acadia NorthStar to attend the Board meeting next week. DW—helpful to have a balance sheet.
- Office of Charter Schools to come in January.
- NAM—need for action items list after the meeting. Diane will keep track. Also keep the line of credit out of budget—only show interest. Go to original budget, adjusted budget accounting tool.
- DW—Disability insurance as line item. TD to find out about this item. Advertising cost (student apparel) and recovered how?
- GM—identify funds in other line items that may be re-appropriated to areas of need.

## **PTSO Report (AA)**

- Honor Roll recognition. National Honor Society recognition
- Keep Durham Beautiful grant = \$500
- First Technology Committee mtg. last Friday. Need to survey teachers/staff (LoFTI) for technology integration. Another survey to identify needs. Looking at details. Need to formulate a Technology Plan for KHS. Next meeting in December. AJ—individuals on the committee have enormous expertise and experience. Also KHS faculty can be tapped. Go to Franklin Academy and see how iPads are being used.
- MB—“flipped” classroom with videotaped classroom lessons by our teachers? TD—some of our teachers are doing this. Also Study Island and Kahn Island. MO—a lot already out there that I can access. AA—always keep in mind that we are a personalized, interactive Paideia classroom.

## **Directors’ Report** –see high school handout for details

- AA’s son part of the Legos team—going to the regionals!
- See handout
- Building *Facebook* page for KHS faculty/staff?

## **Exceptional Children (JB)**—see report for details

- Will send an electronic report

## **Committee Reports**

- Administrative Committee met—see handout. HR training for Maggie, Angie. Involve Philip Adkins as lawyer to review actions
- Auxiliary Services—initial meeting details TBD. *Will be meeting soon.*
- Instructional Services Committee—10 members. Initial tasks. First meeting late October. *Rob will send electronic minutes to the Board.*
- Organizational Development and Support—initial meeting details TBD
- All committees need to take minutes and post meeting dates

*Motion to ask for line of credit increase to \$500K. MB and KC. Approved 7-0.*

TD—redo faculty/staff contracts, make corrections with respect to disability insurance, sign and have Board sign.

*Meeting adjourned at 9:20 by MB. Second by KC. Approved 8-0.*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc. • Kestrel Heights School  
Board Meeting Minutes • December 12-11-12

---

**Mission Statement**

*The mission of Kestrel Heights School is to promote the enlightened educational goals of the Paideia Proposal while utilizing effective and innovative teaching techniques at the secondary school level. Students will develop to their fullest potential and the entire charter school community will share a commitment to learning as a lifelong process.*

---

**Board Members Present**

<input checked="" type="checkbox"/> Bare (MB), Mac	<input checked="" type="checkbox"/> Marsh (GM), Grace
<input checked="" type="checkbox"/> Chapman (KC), Kathy	<input checked="" type="checkbox"/> Matheson (RM), Rob
<input checked="" type="checkbox"/> DeCuir-Gunby (JD-G), Dr. Jessica	<input checked="" type="checkbox"/> Owen (SO), Scott
<input checked="" type="checkbox"/> Featherstone (JF), Joseph	<input checked="" type="checkbox"/> Potts (NP), Nancy-Anne
<input type="checkbox"/> Hunt (TH), Tonya	<input checked="" type="checkbox"/> Wright (DW), Diane
<input checked="" type="checkbox"/> Joseph (AJ), Dr. Andrew	

**Others Present:** Matthew Dressman (potential Board member); Jane Joseph (AJ's wife); Tim Dugan (KHS Director); Richie Mitchell (Assistant Director); Alicia Adrian (PTSA President); Philip Adkins (KHS Board attorney); Mavis Ottley (teacher); drama teacher

---

**Norms**

- Recorder for meeting. RM
- Participants are non-judgmental, respectful, and attentive
- Decisions governed by "read/critique/consensus"
- Participants are valued, heard, and allowed to not vocalize at any given time

*Meeting called to order at 6:30 by GM.*

*Approval of November minutes by MB. Second by KC. Approved 10-0.*

*Motion by NP to elect Matthew Dressman (MD) as a new Board member. Second by SO. Approved 10-0. Motion by SO to elect Board Treasurer. Second by AJ. Approved 10-0.*

**Welcome** (5 minutes)

**Public Comment** (5 minutes)

- 

**Old Business/Briefings from Previous Month's Action Items** (15 minutes)

- Status of background checks on volunteers. RiM to investigate current status. Important issue with PTSA

*Presentation by Tom Williams (TW), Acadia NorthStar about financial services provided by Acadia North Star (ANS). Worked with KHS since the beginning of the school's history. 16 years.*

*Overview of model used for reporting. Beginning with revenue. State revenue largest source. "In's and out's by source." Various categories of revenue. State allocates on "as-needed" basis. Invoices sent to ANS, request for funds made from state, funded in roughly four days. Most schools get allocations in "threes"—KHS has all money available at the end of the second drop period of the year November. Sales tax paid, then refunded. Brief explanation of the revenue line items. Students funded by the county they live in—most from Durham, but seven additional counties represented.*

*Expenses. Scroll through salaries (some individuals shown in budget). Benefits. Books and Supplies. Technology. Non-Cap Equip/Leases. Contracted Student Serv. Staff Development. Administrative Services. Insurances. Rents and Debt Service. Facilities. Utilities. Nutrition and Food. Transportation and Travel. Capital Purchases.*

*GM—line of credit. \$250K first time. Paid back. Second time taken \$300K. Questions discussed. TW can add column "original budget" next to current budget to help clarify Board's interpretation. Also would like for the Board to be more involved in decision-making process of moving monies around to balance the budget. Typical charter school problem—if you do not constantly "monitor and process," then at the end of year you might not have the flexibility to balance the budget.*

*MD—if lose students, how does funding work? Keep the state monies, lose the monthly local monies.*

*JF—notes on side helpful to explain reason for budget adjustment (line item out of "whack")*

*AJ—Instructional Supplies; only 2% left for the rest of the year. When does this flag? TD must make a request to adjust.*

*NP—use of note on monthly report to report large commitments? TW—yes, we can do this.*

*JD-G—does the money roll over from other school systems? Yes, state money spent first; local money stays with the school if not spent.*

*DW—is there a requirement to spend a given amount on certain items (library, etc.)? PA—no, charters have more flexibility to spend funds and make decisions about where to spend funds. TD—plans to fund elementary library for next year.*

*JF—Apparel revenue vs. advertising expense. How do we know the "connections?" MB—at what point do we trust our administrators, clean audits, financial services, etc? We also have a new Treasurer who can help here. Have TD and MD begin to engage in regular discussions.*

*PA—can we get the figure of fund carryover from last year? TW--\$221K from last year that is not in the budget—it is in the bank.*

*GM—MD, please look at budget presented tonight and review last year's audit. Report out at next Board meeting.*

### **Committee Reports (60 minutes)**

Administrative Services (15 minutes)—*report by GM. Met twice to date. Personnel contracts, benefits to employees, checklist for employees hired or leaving KHS. Work plan. Personnel manual. PA to send copy to Board. Contract section (short- and long-term disability offered? Yes. Teacher accused of crime—goes on unpaid leave. Provision to pay? Board has discretion to say yes or no to putting teacher on paid leave. NP—do case-by-case basis. Put them on unpaid leave, then consider reimbursement.*

*Motion by MB to remove paid/unpaid leave language in the employee contract and place in the employee handbook. Employees sign a form that they understand the contents of the employee manual. Second by SO. Approved 9-0.*

- Communication Services
- Financial Services
- Human Resources
- Technology Services

Auxiliary Services (15 minutes)—*no report tonight*

- Child Nutrition
- Facilities and Operations
- Planning

Instructional Services (15 minutes)—*report by RM. Nov. and Dec. minutes sent to the Board. Review for the next meeting.*

- Curriculum/Instruction
- Counseling Services
- Elementary, Middle , and High School Programs
- Evaluation and Testing
- Special Education
- Technology, Information, and Media Literacy

Organizational Development and Support (15 minutes)—*no report tonight*

- Annual and Internal Audits
- Guidelines and Policies
- School Improvement/SACS
- Security
- Student Due Process

**New Business** (45 minutes)

PTSA (AA)

- Report on PTSA fund raising efforts.

Impact Fees (PA)

- PA to investigate the \$400K charged by Durham. Reimburse to KHS?

Action Items

<b>Activity</b>	<b>Resources Needed</b>	<b>Outcome(s)</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>

**Next Meeting Date** \_\_\_\_\_ January 8<sup>th</sup>, 2013 \_\_\_\_\_

*Meeting adjourned at 8:40 by GM. Second by SO. Approved.*

Respectfully submitted,

Rob Matheson  
Secretary

# Corporation for Effective Schools, Inc. • Kestrel Heights School Board Meeting Minutes • January 8, 2013

---

## Mission Statement

*The mission of Kestrel Heights School is to promote the enlightened educational goals of the Paideia Proposal while utilizing effective and innovative teaching techniques at the secondary school level. Students will develop to their fullest potential and the entire charter school community will share a commitment to learning as a lifelong process.*

---

## Board Members Present

<input type="checkbox"/> Bare (MB), Mac	<input checked="" type="checkbox"/> Joseph (AJ), Dr. Andrew
<input checked="" type="checkbox"/> Chapman (KC), Kathy	<input checked="" type="checkbox"/> Marsh (GM), Grace
<input checked="" type="checkbox"/> DeCuir-Gunby (JD-G), Dr. Jessica	<input checked="" type="checkbox"/> Matheson (RM), Rob
<input checked="" type="checkbox"/> Dressman, Matt	<input checked="" type="checkbox"/> Owen (SO), Scott
<input checked="" type="checkbox"/> Featherstone (JF), Joseph	<input checked="" type="checkbox"/> Potts (NP), Nancy-Anne
<input type="checkbox"/> Hunt (TH), Tonya	<input checked="" type="checkbox"/> Wright (DW), Diane

**Others Present:** Tim Dugan (KHS Director); Alicia Adrian (PTSA President)

---

## Norms

- Recorder for meeting, \_\_\_\_\_ RM \_\_\_\_\_
- Participants are non-judgmental, respectful, and attentive
- Decisions governed by “read/critique/consensus”
- Participants are valued, heard, and allowed to not vocalize at any given time

*Meeting called to order at 6:09 by GM.*

*Approval of December minutes. Tabled until February.*

## KHS Board Training

Thomas Miller, NC Office of Charter Schools

### Welcome (5 minutes)

- Thomas Miller, NC Office of Charter Schools

### Write down

- Your role as a Board member
- Skill sets
- How Board evaluated?
- Example of major recent policy

### OCS Mission Statement

### Today's Goals (see handout)

### **Monitoring a Charter School**

- Academic performance
- Governance and Finance

### **Lack of Board Member Awareness and Common Pitfalls**

### **Diversity—Hallmark of a Well-Recruited Board**

### **Management vs. Governance (“How will ?s vs. How well ?s)**

### **Design of the Partnership**

- The Board
- The Administration

### **Make sure the State Board-approved mission of the school is the guiding focus**

### **Roles and Responsibilities (see handout)**

### **See PowerPoint for additional notes**

---

### **Public Comment (5 minutes)**

- N/A

### **Old Business/Briefings from Previous Month’s Action Items (15 minutes)**

- 

### **Committee Reports (60 minutes)—*no reports tonight***

### **Administrative Services (15 minutes)—**

- Communication Services
- Financial Services
- Human Resources
- Technology Services

### **Auxiliary Services (15 minutes)**

- Child Nutrition
- Facilities and Operations
- Planning

### **Instructional Services (15 minutes)— Curriculum/Instruction—*see Committee minutes from Jan. 7<sup>th</sup>***

- Counseling Services
- Elementary, Middle , and High School Programs
- Evaluation and Testing
- Special Education
- Technology, Information, and Media Literacy

Organizational Development and Support (15 minutes)

- Annual and Internal Audits
- Guidelines and Policies
- School Improvement/SACS
- Security
- Student Due Process

**New Business** (45 minutes)

Action Items

<b>Activity</b>	<b>Resources Needed</b>	<b>Outcome(s)</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
<b>Board review PowerPoint done at training tonight by Thomas Miller; also review Charter</b>	<b>PPT and KHS Charter</b>	<b>Determine ways to strengthen our monthly agendas, Board topics, etc.</b>	<b>By February Board meeting</b>	<b>Board members</b>
<b>TD completed new calendar draft; Board review for next mtg.</b>	<b>Proposed calendar</b>	<b>Revise/approve calendar</b>	<b>By February Board meeting</b>	<b>Board members</b>

**Next Meeting Date** \_\_\_\_\_ February 12<sup>th</sup>, 2013 \_\_\_\_\_

*Meeting adjourned at 8:17 by GM. Second by SO. Approved. 10-0.*

*Say a prayer for Richie and his family due to serious illness in his family—“Family first is the KHS way.”*

Respectfully submitted,

Rob Matheson  
Secretary



# Corporation for Effective Schools, Inc. • Kestrel Heights School Board Meeting Minutes • February 12, 2013

---

## Mission Statement

*The mission of Kestrel Heights School is to promote the enlightened educational goals of the Paideia Proposal while utilizing effective and innovative teaching techniques at the secondary school level. Students will develop to their fullest potential and the entire charter school community will share a commitment to learning as a lifelong process.*

---

## Board Members Present

<u>X</u> Bare (MB), Mac	<u>X</u> Joseph (AJ), Dr. Andrew
<u>X</u> Chapman (KC), Kathy	<u>X</u> Marsh (GM), Grace
<u>X</u> DeCuir-Gunby (JD-G), Dr. Jessica	<u>X</u> Matheson (RM), Rob
<u>X</u> Dressman, Matt	<u>X</u> Owen (SO), Scott
<u>X</u> Featherstone (JF), Joseph	<u>X</u> Potts (NP), Nancy-Anne
<u>X</u> Hunt (TH), Tonya	_____ Wright (DW), Diane

**Others Present:** Tim Dugan, TD (KHS Director); Richie Mitchell, RiM (Assistant Director); Alicia Adrian, AA (PTSA President); Doug Gaylord (1<sup>st</sup> grade parent—interested in Safety Plan review. TD will meet with him to review plan and concerns), Mavis Ottley, MO (6<sup>th</sup> grade science teacher)

---

## Norms

- Recorder for meeting, \_\_\_\_\_ RM
- Participants are non-judgmental, respectful, and attentive
- Decisions governed by “read/critique/consensus”
- Participants are valued, heard, and allowed to not vocalize at any given time

*Meeting called to order at 6:38 by GM.*

*Approval of December 2012 and January 2013 minutes by SO. Second by N-AP. Approved 9-0.*

## Public Comment (5 minutes)

- AB—the middle school does not have a lunch room/area to eat in. Should be considered in future facility update needs.

## Old Business/Briefings from Previous Month’s Action Items (15 minutes)

- Calendar draft action—see New Business
- Review of PowerPoint by Thom Miller (Office of Charter Schools); also KHS Charter and application

## Committee Reports (60 minutes)

Administrative Services (15 minutes)—minutes sent out, many items discussed tonight and see Technology Services

- Communication Services
- Financial Services
- Human Resources

- Technology Services—*listserv* Yahoo group by N-AP.

Auxiliary Services (15 minutes)—no report

- Child Nutrition
- Facilities and Operations
- Planning

Instructional Services (15 minutes)—see Committee minutes from February 5<sup>th</sup> for details

- Counseling and Student Services
- Curriculum/Instruction and *Paideia*—*review of Paideia professional development plan short- and long-term. Needs: time, mentoring, Paideia outreach (seminar nights, attending conferences, newsletter, and reaching out to the community) and clarity for what Paideia means to student. Elementary, middle, and high school plans—unique; Principals notified. Have three short-term goals inform summer professional development.*
- Elementary, Middle, and High School Programs
- Special Education
- Technology, Information, and Media Literacy

Organizational Development and Support (15 minutes)—no report

- Annual and Internal Audits
- Guidelines and Policies
- School Improvement/SACS
- Security
- Student Due Process

**New Business** (45 minutes)

Financial Report

- MD has met with Tom Williams (Acadia NorthStar) and TD. Developing working knowledge of the budget and how the financials are managed
- Cash at the end of the year? May have to access the line of credit—done last year because Durham Public Schools (DPS) made the last two payments at the end of July
- Recommendation to increase line of credit to \$500K
- Current surplus of \$785+ and \$951K in the bank. At the end of the year projected \$170K surplus
- MD—how to get DPS to make their payments to KHS on time? All charters “lumped” into one group so if one charter school is late with paperwork, then all schools’ payments are withheld. Could be addressed in the current NC legislative session.
- AA—facilities updates on track (gym, dance studio, eating space for the middle school, library/computer center for elementary school, etc.?)
- MD, TD, and Tom Williams to meet to discuss next year’s budget. Finalize in May, vote by Board in June

Annual Calendar for 2013-14 year

- Changes to 185 days or 1,025 hours in the calendar year
- KHS proposes 185 days
- Sent to teachers and parents for feedback
- MB to Amy Burke (8<sup>th</sup> grade humanities teacher)—any benefit keeping students here to meet hour increase? Adding days is more instructionally valuable.

- JD-G—if we cut down on ½ days, would that not increase hours? Yes. We have only five half days in the proposed calendar.
- MD—how many minutes of instructional time daily now? 330 minutes.
- When we send out the approved calendar, TD will note the additional requirement by NC

*Motion by MB to change the wording of Winter Break to Christmas Vacation. Second by JF.*

*Significant discussion by the Board before the vote. Create a compromise?*

*Restate motion by MB and seconded by JF to Winter/Christmas Break. Approved 8-1.*

*Motion by SO and seconded by TH to approve the calendar with the above motion. Approved 9-0.*

#### DPS Vision Statement

- *Herald-Sun* article about a vision statement generated that promotes a merger between Durham public charter and traditional schools
- School Board members, charter Board members met to discuss
- Second meeting to discuss charter school actions—edited edition generated and agreement to bring the vision statement back to the charter school board members at each school
- Charter school representatives will continue discussions with DPS and their Board members

#### Revised Teacher Contract

- SO with concerns about some of the language (e.g. 3b. Compensation.....”11 pay periods or 12 if voted upon by all teachers.”)
- Payroll on the 5<sup>th</sup> of the month?
- NA-P. Change/update wording from “Director” to “Direct Supervisor, Directors’ designee”
- Go back to committee

#### Mission Statement

*Motion by MB and seconded by SO to accept the proposed, revised mission statement. Discussion by Board. Motion withdrawn by MB. Committee of AB, N-AP, and JF to revise mission statement and present at the March Board meeting.*

#### Employee Payroll Date

- AB—three peers in favor of changing the date as long as there is no problem with the financial management
- Only issue with Tom Williams is getting substitute teachers paid? TD to check on this.
- RiM—when would change occur? Two checks in June, no check in July, first check next year at the end of August. Make the change next year.

*Motion by SO to adjust payroll cycle from the 5<sup>th</sup> of the month to the last school day of the month. Second by TH. 11-0.*

#### PTSO Report (AA)

- Asked of PTSO Board—very diverse responses to proposed calendar. Do not start earlier was a chief request.
- Technology Committee to tour Orange County Schools for information
- Book Fair
- Staff/student basketball game coming up
- Parent survey coming—elementary level. Planning stages now. JD-G and N-AP will assist.

Safety Plan Review

- Board action deferred to next month
- About 90% complete
- Doug Gaylord (Safety Director for NC Agriculture)—will send copy to Doug
- All three schools have “buzzers” on door. At high school have cameras also. Lockdown, fire, and tornado drills in process.
- GM—create Safety Committee? AA had input from parents. Checked fire extinguishers, parking lot safety, etc. Perhaps Mr. Gaylord and other parents could form the foundation of a Committee. TD to send out e-mail and organize meeting. On agenda for next month.

Insurance Audit

- Free audit—take advantage of this

Action Items

<b>Activity</b>	<b>Resources Needed</b>	<b>Outcome(s)</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
<b>Board review PowerPoint done at training tonight by Thomas Miller; also review Charter. Send out red-line copy</b>	<b>PPT and KHS Charter</b>	<b>Determine ways to strengthen our monthly agendas, Board topics, etc.</b>	<b>By February Board meeting</b>	<b>Board members</b>

**Next Meeting Date** \_\_\_\_\_ **March 12<sup>th</sup>, 2013**

*Meeting adjourned at 8:30 by GM. Second by RM. Approved. 11-0.*

Respectfully submitted,

Rob Matheson  
Secretary

**Corporation for Effective Schools, Inc.**  
**Board of Directors Meeting, Kestrel Heights School**  
**March 12, 2013**

**Board Members: (Attendees)**

___ Grace Marsh	___ Tonya Hunt	___ Terri Barber
___ Mac Bare	___ Andrew Joseph	___ Richie Mitchell
___ Kathy Chapman	___ Scott Owen	___ Tim Dugan
___ Dr. Jessica DeCuir – Gunby	___ Nancy Anne Potts	___ Rob Matheson
___ Joseph Featherstone	___ Diane Wright	___ Amy Burke

Meeting called to order at 6:330 by Grace Marsh, Board President

**Public Comment:** (Kindergarten parent) **Parent** comment that with so many food allergies, we may want to think of not doing food celebrations.

**Minutes:** Approval of February minutes.

DW: Motion to approve February minutes.

TH: Second all approved.

**Financials:**

TD: Distributed budget and advised that Tom didn't get us the budget as requested by the board. We should have it buy 3/13/13 per Tim. Matthew is planning to meet with Tim and Tom.

NP: Commented on revenue line for field trips and we should not be in the negative. Suggested the expense formula was used in the revenue column and we need to have Tom explain this to the board. We are \$7138.83 short in undocumented expenses.

SO: Tom lumps all cost that has no receipt in undocumented expense until he receives explanation from Maggie. What is the budget for legal expense? It appears that we have over spent in the line item.

TD: We have received invoices.

*GM: The attorney has been working on the manual and contracts. All has been invoiced.*

*NP: We need a projection of the budget for next year ASAP.*

*TD: I will get that from Tom ASAP.*

***PTSO President (Alicia):***

- *Basketball student verse faculty is 3/15/13*
- *May 4<sup>th</sup> Spring Festival*
- *Bookfair has been scheduled for next school year.*
- *All staff received supplies from the donation drive.*
- *Technology committee visited Orange County. We will all see what we have for current technology and what we need.*

***Discussions:***

*GM: Appreciated Alicia getting the survey completed.*

*JF: How as the Black History Program? We want to continue this relationship with NCCU, it could do some good.*

*TD: It was good and about 20 NCCU students came.*

***Paideia (Amy Burke):***

*Presented her thoughts on the Paideia / Curriculum Position. Amy has been with KHS for 13 years. She feels we need someone to help us on the Paideia teaching style. This would bring the staff together academically.*

*DW: What is our meaning of Paideia in 5 minutes?*

*AB: Teaching our students to be critical thinkers.*

*DW: Paideia is also teaching how to think without teaching to the test.*

*JG: Will you (Amy) still be in the classroom?*

*AB: No, it would be too much to still be in the class. A lot of teachers missed the foundation that we had in this area. Paideia training for the elementary is on 4/13/13.*

*Motions:*

*SO: Motioned to except the new mission statement*

*DW: Seconded all approved.*

*GM & KC: Motioned to change our spring break to match DPS.*

*DW: Seconded all approved*

*GM: Motioned to assigning the Administrative committee to look at the restructuring and hiring a Managing Director.*

*NP: Seconded all approved*

***Safety Committee:***

*TD: Has meet with the fire department and police of the cost to have a resource officer on the campus next year. The safety plan should be to the board in a month.*

*GM: We need to update our fire extinguishers.*

*TD: Will give a spreadsheet of the cost for safety next year.*

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
April 9, 2013

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Dr. Jessica DeCuir-Gunby (JD-G), Joseph Featherstone (JF), Tonya Hunt (TH), Dr. Andrew Joseph (AJ), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSO President, AA), Joseph Bunch (Exceptional Children Department Chair, JB), Mavis Ottley (6<sup>th</sup> grade teacher, MO), social studies teacher, Philip Adkins (School Attorney, PA), Amy Burke (8<sup>th</sup> grade teacher), English teacher, Clay Garst (CG) and Chris Grigsby (ChGr) of Moore Johnson Insurance, Gary Lyons (GL), Lincoln Harris Properties. Others present (Miss Becker, teacher)?

*Meeting called to order at 6:35 by GM.*

*Approval of March minutes. Deferred to May meeting.*

**Presentation by Moore and Johnson Insurance Agency (WRM)**

- Clay Garst and Chris Grigsby, Representatives
- GM and CrGr met at January Charter School Advisory Committee
- Review of Utica coverages by category. Compare to Moore Johnson (WRM), Selective, and Hanover (see manual provided).
- Questions—student accident for grades 6-10 only? Coverage on short buses?
- MB—need for annual review; semi-annual review even better.
- WRM has charter school experience
- Administrative Committee committed to WRM because Utica coverage expired on April 1. Invoice submitted to KHS on 4/3/13 (quarterly amount of \$7,305). Vote to ratify the new insurance policy by entire Board not taken
- Question by WRM—does KHS have a safety manual? They can help with this
- WRM can also provide a risk management service

**Public Comment**

- Student presentation of upcoming drama production. Well done!!

**Financial Report**

- N-AP—maintenance expenditures completed for the year? TD to check on this
- MB—year-end surplus? TD projects approx. \$100K
- N-AP—will we need to go into our surplus by end of fiscal year? TD to review with Tom Williams
- GM—are we paying off any systems that we are contracted/leased for (e.g. phone)? TD to look into this
- SO—has Scott Dressman (KHS Treasurer) weighed in on the current budget? TD will contact  
*Motion by N-AP to use the current budget report (as of 3/11/13) as a planning document for the '13-'14 budget. Second by SO. Approved 11-0.*

**Gary Lyons, Lincoln Harris Properties—introduced by MB**

- Purchase of Prospectus Drive building. Lease with the right to purchase
- See document of savings (purchase vs. lease)



- Discussion about contractual amounts—PA reminds the Board that this part of the discussion should have been in closed session
- Proposal from Nomis? MB will forward

*Motion by N-AP to reaffirm relationship with Gary Lyons and Lincoln Harris for next six months. Second by JF. Approved 10-1.*

### **KHS Reorganization Plan by Administrative Committee (N-AP)**

- See handout
- MO—only one Paideia/Curriculum Director? Not one for each school?
- Miss Becker—will Paideia/Curriculum Director oversee testing? Student-Admissions Coordinator—what is their role?
- JD-G—Data Manager role/responsibilities?
- TD—costs, office space?
- DW—we know there are questions but we need to restructure

*Motion to accept N-AP proposed reorganization. No second*

- Discussion continues
- AB—KHS is too large now to now have a Paideia/Curriculum Director
- RM—in the budget? Organizational chart not what KHS needs. Space for new hires?
- JF—need to have seen this plan before tonight’s meeting
- JD-G—timeline for implementation? 2013-14 school year?
- English teacher—we are losing the connection of teachers to the primary administrator (Principals in-between Managing Director and teachers)
- Social Studies teacher—supportive in general. Job description? DW—will circulate

*Motion by SO that we approve the organizational chart proposed by the Administrative Committee to serve as a planning tool for reorganization of the KHS administration, faculty, and staff. Second by MB. Approved 10-1.*

- KC—I want to state that the proposed reorganization plan is presented in the spirit of KHS “trying to move forward.”

### **Durham Public Schools and Charter School Vision Statement**

- PA—this is a “watered down” version of the original statement. Discussions to continue and PA will forward changes to the Board

*Motion by JF to conduct a special Board meeting to discuss reorganization, budget, and other Board matters before the end of the fiscal year (possible dates April 16 or 23). Second by DW. Approved 11-0*

### **Committee Reports**

- Administrative Committee met—reorganization plan presented
- Auxiliary Services—No report
- Instructional Services Committee—No report
- Organizational Development and Support—No report
- All committees need to take minutes and post meeting dates

### **General Discussion about Board relationships**

- MB. No “personal animus” intended towards other Board members, but we are a small organization that has evolved into a relatively large organization. We are not functioning well right

now. There are differing values/opinions between Board members now. We need to focus on solving our problems.

- Heated discussion about opinions expressed
- PA—"I have watched the Board make five procedural errors tonight in conducting your business. You need to have an attorney present at all meetings to help you avoid these errors—it does not have to be me. If you want to hire another attorney, then that is your decision."
- GM to PA—"you do not respect me as a black woman...I know you were censured by the bar and I am filing suit (for the report that you wrote about my actions). This is not your all school now." **(Correction made by TH on 8/13/13 GM stated that we need to have a special meeting and then she will respond to PA allegations).**
- GM—TD does not respond to e-mail. AJ does not respond to e-mail. MB brought a person to the elementary school for a lunch position.
- MO—questions the Board having the best interests of the teachers at heart; I am not too confident about the Board's ability to protect me; is GM the point person for the parents?; the new organizational chart is going to cost a lot of money; if KHS is "going the business way," where do I fit in? I am not happy.
- MB—we have your (teachers) best interests in mind
- TH—please clarify
- GM—my focus is on the 10-year charter. "The ten-year charter is more important than following the grievance policy."
- AJ—the Board needs to take the Dr. Miller training (Office of Charter Schools) and apply it to their processes and procedures
- RM—we need to ratify the insurance policy

*Motion by MB to ratify the insurance policy. Second by N-AP. Approved 11-0.*

*Meeting adjourned at 8:45 by GM. Second by RM. Approved 11-0.*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
May 14, 2013

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Dr. Jessica DeCuir-Gunby (JD-G), Joseph Featherstone (JF), Tonya Hunt (TH), Dr. Andrew Joseph (AJ), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSO President, AA), Joseph Bunch (Exceptional Children Department Chair, JB), Philip Adkins (School Attorney, PA), plus approximately 50 teachers and parents

*Meeting called to order at 6:35 by GM.*

*Approval of March minutes. Motion by AJ to defer approval of March and April minutes to June meeting. Second by MB. Approved 10-0.*

**Public Comment**

- Kathleen Sanders (former Board member and parent)—two students came through KHS. Thank you for preparing them for the rigors of college. Students thriving in college
- Jeanne Allen (former teacher)—how can you propose a budget without an organizational plan? MB—budget will not include re- organization plan this year.
- Jack Allen (teacher)—came out of retirement to join KHS because faculty/staff felt that they had a voice in school decisions. Education and business need to be intertwined, not exclusive of each other.
- Danika Washington (teacher)—Thanks to the Board for their efforts. Concern with the reluctance of the Board to meet with the elementary staff. Would have been best to make this effort at the beginning of the school year. We felt alienated, as well as the parents. Need a Board member with elementary experience. Arguing among yourselves takes away from the kids.
- Damian Harris (parent)—have two students at KHS. Growing pains with this being the first year. Teachers are fantastic. Concerned with Board composition lacking elementary experience. Do you have term limits for Board members? Need for “fresh blood” on the Board. More focus on elementary needs. Poor communication with elementary Principal. GM—Renita should be able to attend Board meetings.
- Jessica Reiniger (teacher)—concerns with actions of the Board. Not following their own policies (EC grievance in August '12). Comments by Board members to faculty inappropriate and disrespectful. Parents and staff mistrust with the budget--overall lack of confidence and trust.
- Kate Mester (teacher)—this (session) is not a discussion. People are only making comments. When will the Board have a discussion with the faculty/community? GM—we have a lot of work to do. Will communicate date/time to include your input (e.g. re-organization chart). DW—funding priorities will need to be determined.
- Kathy Barnhouse (parent)—experienced lack of communication with Board. Promises (e.g. "gymnasium") not kept. Despite this, we have had an amazing year here—teachers played a significant role. Why do the teachers have to introduce themselves to you (you do not know the teachers?). Retaining teachers and parents are critical to the future success of the school.
- Sharon Rivera (parent)—how can you separate the budget from re-organization? Cannot separate this year—either re-organize within the budget or go with the status quo. N-AP—if we have growth in the student population, then we can prioritize requests. We are looking at other sources of income (free-reduced lunch program). We need to start with a conservative baseline.

## **Closed Session by GM, SO. Back to Open Session by SO, TH.**

### **Financial Report**

- N-AP—Need reduced budget and expenses. Be more efficient with the budget. Produce budgets that show both 5% and 10% cuts that might happen
- Baseline budget start with current enrollment
- TD to meet with Renita Webb and Richie Mitchell to line item analysis of budget needs for all three school levels. Have them ready by next week for committee meetings.
- N-AP—use 970 students for baseline budgeting
- IRS Form 990 filed with IRS by Kim Anglin (former treasurer)
- Audit ltr.—engagement with Petway/Mills? GM—recommends yes

*Motion by MB to engage Petway/Mills/Pearson to do the 2012-13 audit. Second by DW. Approved 11-0.*

- Line of credit. MB working with Yadkin Bank. Need Acadia NorthStar (accounting firm) to generate the appropriate forms. Looking for \$300K line of credit. DW pursuing BB & T; N-AP pursuing Bank of NC.
- Meeting with Tom Williams (Acadia) by DW and GM. See report of concerns (late payments, undocumented charges, apparel purchase vs. revenue, sports, etc. TH—how does TW get his information to make payments? From MB, TD, RiM, etc.? Even for recurring bills, need invoices to document. GM—look at all current contracts and bills. TD to do a monthly spreadsheet for planning purposes. DW to write letter to Navitas and System for not sending bills and incurring late charges.

### **Durham Public Schools Vision Statement**

- Agreed that it was “generic.”

*Motion to support by AJ. Second by KC. Approved 11-0.*

### **PTSO (Alicia Adrian)**

- Springfest rocked—made \$500.
- Teacher Appreciation Week
- Lack of communication with Board biggest problem now—engaging all stakeholders. Board in “traction” now—planning for next year?
- AA leaving next year as President

### **Office of Charter Schools visit**

- They were very impressed. Especially the Elementary School and Media Center.
- Candy Honeycutt our new OCS representative—aware of positive changes that KHS has made
- Teachers met with OCS reps—very engaged and welcoming
- TD—conveyed the message to OCS that KHS is forward-looking and handling issues that are relevant to KHS gaining a 10-year charter

### **Committees**

- Technology Survey results—the “4 P’s.” Hire a Person; focus on the new data management system called PowerSchools, put Presentation capability in each classroom; and provide Professional Development to all staff
- Candy Honeycutt of OCS to help collect information for the NC Report Card. AJ to revise the Report Card (technology and Media Center) for KHS. Also include link on the website for the Report Card.
- Safety Committee—use of Safety Newsletter provided by insurance firm WRM
- Curriculum Committee—will resume meeting in June
- Administrative Committee—see minutes

**Other Business**

- MB presentation—leasing vs. buying Prospectus Drive. Will send PowerPoint to Board. Recommends signing (intent to) Purchase Agreement. Purchase Sales Agreement extended to Oct. 1 to close the deal. JD-G—we have six choices = leave the site, build, buy, lease, purchase, renegotiate the lease. MB to send PSA to GM who will forward to Mr. Bowens (lawyer) for review.

*Motion by MB for TD, MB, JD-G, AJ, and N-AP to represent the Board (as a subcommittee) in assessing the possibility of purchasing the Prospectus Drive property and report back to the Board ASAP. Second by GM. Approved 10-0.*

**Public Comment**

- Bonnie Neville (parent)—is there a way to get more involved with the Board? GM—volunteer for committees, attend the monthly meetings, we will post committee work on the website.

*AJ motion to adjourn at 8:30. Second by TH. Approved 10-0*

Respectfully submitted,

Rob Matheson  
Secretary

Corporation for Effective Schools, Inc.  
Board of Directors Meeting • Kestrel Heights School  
June 11, 2013

---

**Board Members Present:** Mac Bare (MB), Kathy Chapman (KC), Joseph Featherstone (JF), Tonya Hunt (TH), Dr. Andrew Joseph (AJ), Grace Marsh (GM), Rob Matheson (RM), Scott Owen (SO), Nancy Anne Potts (NAP), Diane Wright (DW)

**Others Present:** Tim Dugan (Director, TD), Richie Mitchell (Assistant Director, RiM), Alicia Adrian (PTSO President, AA), Joseph Bunch (Exceptional Children Department Chair, JB), Stefan Bowens (Interim School Attorney, SB), plus approximately 35 teachers and parents

*Meeting called to order at 6:30 by GM.*

*No action taken on March, April or May minutes. Table to next Board meeting.*

**Public Comment**

- Introductions of Board members
- Elementary parent—concerned about the Media Center that was promised. Overall good experience at KHS this year. Concern about comings/goings of new church in the building, guidelines, etc. Overall communication between Board and parents poor. GM—I understand your concerns. We are planning a Town Hall meeting on June 27<sup>th</sup> to address many of your concerns (building plans, gymnasium, regulation of tenant activity by the owner, etc.)—please attend. AA will coordinate and moderate the meeting. Focus on parents as stakeholders.

*Motion by TH to conduct the Town Hall in the HS gym. Second by JF. Approved, 10-0*

- Recognize AA for her outstanding PTSO service as President for five years. Her student is leaving KHS next year. Terry Barber is the new President. PTSO survey also soon to be released.
- Doug Gaylord (parent)—Safety Committee update. Working on creating a school safety manual. Help by new insurance agent for KHS.

**Financial Report (N-AP)**

- Baseline budget submitted to Board. Budget based on student enrollment at the end of this year (baseline). If student enrollment exceeds the starting enrollment through the 20-day count, then the extra state revenue funds can be used to purchase resources/staff on a prioritized basis. Survey of stakeholders will help identify school needs.
- GM—we will see a \$119/student increase in revenue from NC this year
- Hospitalization costs will increase \$25K this year. Offset as much as possible with reductions in late fees, security fees, etc. paid last year.
- Based on survey, need to increase textbook funding by \$20K
- Try to get a start on the gymnasium that will be functional—budget and summer time frame constraints here
- Rental income from KHS facility last year down \$12K
- Staffing needs—elementary, EC, Paideia Coordinator, Technology Facilitator
- Identify community funding sources that can be accessed, including establishing a KHS Foundation

### **Elections of Officers for 2013-14**

- RM on the ballot for Vice-President. GM objects
- From 1998-2004, RM served as KHS Director and “ex-officio” member (not elected to office; no voting rights). From 2004-2013 RM served as an elected Board member. Added together, total time working with Board = 15 years
- GM states that the By-Laws do not clearly define whether ex-officio status counts towards ‘holding office’ membership and thinks that it should be interpreted that way. SB (attorney) concurs and recommends that the Board define it that way.

*Motion by SO to accept the attorney’s decision and define office membership to include years of ex-officio service. Second by N-AP. Approved, 5-4*

*MB moves that RM be allowed to stand for election since he has not served in office for 15 years. Ruled out of order because the motion is in dispute with the previous motion.*

- Officer election results for 2013-14: Josephe Featherstone, President; Diane Wright, Vice-President; Tonya Hunt, Secretary; Nancy-Anne Potts, Treasurer

### **Closed Session by GM, MB**

#### **Open Session by SO, JF**

*Motion by MB to authorize the Executive Committee (GM, MB, RM) to provide up to 50% salaries to faculty/staff in the event of Durham Public Schools not providing their required per-pupil funds to KHS by June 28<sup>th</sup> of the 2012-13 school year. Second by AJ. Approved 10-0*

### **Closed Session by GM, MB**

#### **Open Session by JF, DW**

- *Motion by MB to adopt the 2013-14 budget based on an ADM count of 987. Second by KC. Approved, 10-0*
- *Motion by TH to renew all high school contracts for 2013-14 except the Spanish I teacher in 2012-13. Second by DW. Approved, 10-0*
- *Motion by JF to renew all middle school teacher contracts for 2013-14. Second by KC. Approved, 10-0*
- *Motion by KC to renew all elementary school teacher contracts for 2013-14. Second by JF. Approved, 10-0*
- *Motion by TH to renew the Elementary School Principal contract for 2013-14. Second by N-AP. Approved, 10-0*
- *Motion by JF to renew the Middle School Principal contract and appoint the MS Principal as the Executive Director for 2013-14. Second by KC. Approved 10-0*
- *Motion by DW to nonrenew the Executive Director/High School Principal contract for 2013-14. Second by SO. Approved, 10-0*
- *Motion by JF to renew the High School Principal contract for 2013-14. Second by MB. Approved, 8-2*
- *Motion by MB to table all administrative support positions. Second by KC. Approved, 10-0*

*Motion to adjourn by RM at 12:30 a.m. Second by MB. Approved, 10-0*

Respectfully submitted,

Rob Matheson  
Secretary