



**Meeting of the Board of Directors  
Wednesday, April 3, 2019 at 4pm  
339 North 63<sup>rd</sup> Street, Philadelphia, PA 19139**

*The meeting was called to order at 4:00 p.m.*

Board Members in Attendance: Joe Conwell, Rebecca Davis, Jim Diehl, Eric Dobson, Steve Kempf, Albert Oehrle, Sally Randolph, Steve Smith, Patrick South, Noah Tennant, Bill Thorkelson, Wes Wyatt

Board Members Excused: Matt Schuh, Steven Ujifusa, Elaine Wells, Wally Zimolong

Board Members Joined by Phone: Andrew Addis, Isaac Ewell, Will Kontes, Mike Whisman (Charter Choices)

Staff in Attendance: Ruth Gonzalez, Colleen Smith, Kerry Woodward

Guests: Jenna Smalley (Kleinbard LLC)

I. Call to Order: *Bill Thorkelson*

Mr. Thorkelson calls the meeting to order.

There is a motion to approve the minutes of the February 7, 2019 board meeting, which is moved by Mr. Diehl and seconded by Dr. Randolph. The motion passes unanimously.

Mr. Thorkelson then highlights some upcoming key dates for the board, which include the annual event honoring the McNabbs on April 26, the next board meeting on June 5, and finally the high school graduation on June 11. Mr. Thorkelson encourages the board to attend all events, and describes graduation day as the happiest day of the academic year. Mr. Thorkelson reminds the board to submit their annual donations, in an effort to achieve full board participation in annual giving.

II. CEO Report: *Noah Tennant*

Dr. Tennant begins by updating the board on some developments at Boys' Latin. To begin, Mr. Dobson visited Boys' Latin in March to talk with the seniors under the theme of "Do you know what's in your DNA?" Mr. Dobson challenged the students to start thinking about their roots and the limitless nature of what can be achieved. Dr.

Tennant describes how students surrounded Mr. Dobson as he left, and one student expressed interest in interning under Mr. Dobson over the summer. Dr. Tennant thanks Mr. Dobson for coming to Boys' Latin to talk to and inspire the students.

Continuing, Dr. Tennant announces that Boys' Latin will be putting on a theatre production of the play *Twelve Angry Men* this upcoming Thursday, Friday, and Saturday—with the cast consisting only of Boys' Latin students. Dr. Tennant congratulates Boys' Latin's talented bowling team, who won their second consecutive public league championship. Dr. Tennant notes the biggest trophy in the school's case belongs to the bowling team. Dr. Tennant states that Boys' Latin's basketball team were the 6A Division Champions and finished with a 23-6 overall record. Dr. Tennant congratulates R.J. McDaniel, who was named coach of the year for basketball, and Heidi Bonner, Director of College Advising, who won the Exemplary Professional School Counselor Award.

Dr. Tennant directs the board to a resume for Kenneth Bourne—Mr. Bourne is a Boys' Latin graduate from the Class of 2012, who earned his degree from Dennison and is the first Boys' Latin graduate with an advance degree, which he earned from Rutgers. Dr. Tennant describes how Mr. Ewell visits Boys' Latin multiple times per month for student disciplinary hearings, and the school would like to train someone to be an additional board hearing officer with the intent to facilitate conversations with students and families. Dr. Tennant describes Mr. Bourne as someone who is dedicated to serving the community. If this position is something the board decides to move forward with, Mr. Bourne would train under Mr. Ewell.

Dr. Tennant then directs the board to the proposed 2019-2020 school calendar, which requires board approval. Dr. Tennant explains how Boys' Latin's school calendar goes well beyond the minimal requirements from the state, which is to have 990 hours of instruction—Boys' Latin current has 1,100 hours at the Middle School and slightly more than 1,100 at the High School.

There is motion to accept the fiscal school year calendar for 2019-2020, which is moved by Mr. Diehl and seconded by Mr. Oehrle. The motion passes unanimously.

A discussion follows on how the Boys' Latin calendar compares to other Philadelphia public schools and charters.

Dr. Tennant ends with an update on college admissions, as 68 percent of seniors have been accepted to colleges out of a total 75 graduates. Dr. Tennant expects those number to increase further by June—Dr. Tennant explains that approximately eight students have not applied, as those students are considering art school, truck driving school, or the military. Dr. Tennant notes that Boys' Latin will help these students figure out what next steps to pursue.

Dr. Tennant concludes his presentation.

### III. Board Committee Reports

#### a. Parent Liaison Report: *Noah Tennant*

In the absence of Elaine Wells, Dr. Tennant delivers this report. Dr. Tennant begins by sharing that on May 14, Dave Hardy will be coordinating an event at City Hall in an effort to encourage city council not to sign a resolution that would put a moratorium on charter school expansion. Mr. Hardy will attempt to bring a large parent presence to address the media and show the voter base's dedication to charters. Boys' Latin will provide a bus leaving directly from campus to attend the event. Dr. Tennant adds that the event will take place outside of City Hall, beginning at 9:00 am.

Dr. Tennant concludes his presentation.

#### b. Finance: *Will Kontes, Kerry Woodward*

Mr. Kontes begins by stating that the finance committee met on March 20, and had a very robust meeting. The committee discussed the February financial report, outstanding loans, reviewed the development report, cash projections, capital spending plan, five-year projects, science labs project, and faculty compensation.

With regard to the February financial report, Ms. Woodward explains that the headlines from the balance sheet show that Boys' Latin is in a strong financial position. Cash on hand is at \$2.7 million which is attributable to stronger than budgeted revenues and tightly controlled expenses. Continuing, Ms. Woodward states that the income statement show that average daily membership, or the number of students enrolled and attending Boys' Latin, is better than expected due to the hard work of principals and deans who help struggling students. Ms. Woodward adds that Boys' Latin is receiving a larger per pupil revenue rate than expected from the School District of Philadelphia. Ms. Woodward explains that every year Boys' Latin is given an estimate as to what the school is paid per general education and per special education student—midway through the next school year, Boys' Latin receives a revision to that number. Three years ago Boys' Latin was hit with a massive clawback, so the finance committee has budgeted conservatively ever since to account for such potential losses. Boys' Latin has not been given a final number for this fiscal year, but Mr. Whisman anticipates that number should come in by May 1.

Ms. Woodward notes that one expense variance is special education instruction—this year Boys' Latin is \$345,000 under budget, which is driven by conservative budgeting and a robust staff. Ms. Woodward explains that if Boys' Latin is not able to meet a student's full educational needs, Boys' Latin must provide tuition for that student to enroll in another school. Dr. Tennant thanks Bethany Younkens, the head of Boys' Latin's special services, for her efforts in bolstering the special education program.

A discussion follows on the potential clawback, how those monies would be paid back, and the idea of setting up a “clawback reserve” account to help cushion Boys’ Latin against future financial impact.

Mr. Kontes adds that the staff deserve a lot of credit for how they approached the changes in the special services program, and thanks Ms. Woodward for her hard work in putting the numbers together.

Mr. Kontes and Ms. Woodward conclude their presentation.

c. Development: *Patrick South, Colleen Smith*

Mr. South begins by directing the board to the Development Analysis Report, which shows that Boys’ Latin is tracking well this year so far in terms of overall fundraising and development. Over \$1.3 million has been received, which has well exceeded the goal of raising \$1 million. Mr. South notes that EITC has been very successful, along with individual giving, grants and foundations.

Moving onto the annual event, Mr. South notes that Boys’ Latin continues to outperform as gross revenue so far has exceeded the overall goal of \$275,000. Mr. South adds that expenses are in line and the committee is looking forward to a successful, fun event. Mr. South describes how that committee is continuing to drive for potential fundraising still out there by reaching out to former donors. Mr. South encourages the board to attend the event, and spread the word to friends as colleagues as tickets are still available.

Ms. Smith is excited to share that this year Boys’ Latin chose Arshay Cooper to be the keynote speaker at the annual event. Mr. Cooper is a distinguished author and US Rowing Golden Oars recipient, and was the part of the first all-male African American crew team in Chicago. Mr. Cooper wrote a memoir about his formative experiences called *Sugawater* which is currently being made into a documentary. Dr. Tennant adds that Mr. Cooper has already visited Boys’ Latin and spent some time with students; some of those students were even included in the documentary. Ms. Woodward adds that Mr. Cooper’s attendance will be a surprise to Mr. McNabb.

Continuing, Mr. South reminds the board that the patron’s party will be at the home of Marianne Dean on April 10. Mr. South then proposes forming a development committee to help bolster the efforts of those who have helped drive giving over the years. The goal is to have this committee up and running by the beginning of the next fiscal year.

Mr. South and Ms. Smith conclude their presentation.

d. Facilities: *Joe Conwell*

Mr. Conwell begins by summarizing the recent facilities projects undertaken at Boys' Latin, namely designing and pricing the two proposed science labs for the high school. Mr. Conwell announces that the facilities committee believes Boys' Latin is in the fortunate position to go ahead with both labs. Mr. Conwell explains that originally the plan was to construct the chemistry lab first, followed by the biology lab, but the pricing came in better than expected. Mr. Conwell proposes that the board approve a \$325,000 expenditure for both the chemistry and biology labs. Mr. Conwell states the facilities committee met last week, Ms. Woodward reviewed the numbers, and they concluded the resources are currently available to go through with both labs. Mr. Conwell explains that construction projects like this run into problems with timing of the school year and cost overruns—the way the plans are now neither variable will be of issue. Boys' Latin reached out to five contractors, received two bids, and opted for the lowest bid.

A discussion follows on the budgeting for the science labs, and costs related to construction and architectural design.

There is a motion to approve the renovation of two existing science classrooms into a modern chemistry lab and a modern biology lab at Boys' Latin's high school, at a cost not to exceed \$360,0000, and to be completed no later than August 15, 2019, which is moved by Mr. Oehrle and seconded by Mr. Diehl. The motion passes unanimously.

A discussion follows on what the labs will look like, the potential for any local companies who may want to subsidize their production, and the grant approval process.

Mr. Conwell notes a future project for the facilities committee will be deciding what to do with the church on the middle school campus in terms of demolition to create more outdoor space or renovations. Mr. Conwell adds that this will be a costly project, as the church is over 100 years old.

In terms of a strategic plan, Mr. Thorkelson adds that Boys' Latin is looking to move forward with a campus master plan—Ms. Woodward introduced the board to a company MIS which gave the school an idea as to what a master plan would cost from an architectural standpoint. MIS noted that Boys' Latin is on two separate campuses, what if the school consolidated? What would that cost? Mr. Thorkelson notes that Boys' Latin should look to resolve what it's doing architecturally vis-à-vis the strategic plan.

Mr. Conwell concludes his presentation.

#### IV. Strategic Plan Initiative

a. New Faculty Compensation Plan: *Dr. Tennant, Ms. Woodward*

Mr. Thorkelson begins by explaining that one of the goals of the strategic plan is to review and address faculty compensation., Mr. Thorkelson notes that in order to attract and retain good faculty and staff, Boys' Latin must pay appropriate market wages. Spearheaded by Dr Tennant, Ms. Davis, and Ms. Woodward, the current compensation program has been evaluated, and the team has developed an alternative compensation structure.

Dr. Tennant shares the same belief, and believes the new compensation structure to be an investment Boys' Latin needs to make in order to grow and to move forward. Dr. Tennant believes that money spent reflects the priorities of the organization.

Dr. Tennant begins a presentation on strategic planning changes related to current practices and the proposed compensation structure. Dr. Tennant notes that the school strives to make it a habit to ensure everything relates back to the Boys' Latin mission—which is preparing boys for success in college by developing important relationships and critical thinking. This comes down to work being done in the classroom, and the best thing the school can give its students are excellent teachers. The challenge for Boys' Latin then is to retain those teachers. Dr. Tennant explains how the committee developed strategic initiatives to make sure Boys' Latin is attracting, retaining, and developing a strong faculty and administration that supports the school's mission.

Ms. Woodward notes that Boys' Latin's past practices included posting a table of salary range in relation to years of experience. The staff was happy with the transparency, but expressed concern that their salaries could max out at a certain amount. Boys' Latin salaries have been historically competitive with the School District of Philadelphia, with excellent benefits.

A discussion follows on the annual turnover for Boys' Latin, compared to the School District average.

Dr. Tennant then displays a proposed faculty compensation chart, which Ms. Woodward describes as the culmination of 12-18 months of research and data collection. Ms. Woodward thanks Ms. Davis for the amount of time spent drafting this proposed structure, as the committee feels excited about the plan.

Dr. Tennant then breaks down the structure for the board, which is broken down by teaching level, annualized salary, and attributes and achievements. There are five different tiers of teachers, ranging from Novice, Practiced, Developed, Distinguished, and Excelsior, with proposed salary ranges for each ranking. Dr. Tennant notes that one factor included in ranking teachers in certifications, for example in Latin—which can be rarer.

A discussion follows on how the chart was developed to be Boys' Latin-specific, and issues that could be faced from staff who may not agree with their category. Dr. Tennant states that this structure provides a professional pathway for teachers, as the

ability to rise in the rankings acts as a motivator for teachers to be more proactive in striving for growth.

Ms. Woodward then addresses the finance impact of this proposed structure for Boys' Latin, and notes that if implemented there would be average raises of 7.4 percent next year. Under this new structure Boys' Latin would band around the School District of Philadelphia's trends, and Excelsior teachers would exceed the District's compensation average. Ms. Woodward expects the economic impact of this new structure to be approximately \$600,000, which Boys' Latin can afford.

A discussion follows on the financial impact to Boys' Latin if this structure is implemented, the consequences of future under-enrollment, and the benefits to rising retention numbers.

There is motion to approve the Boys' Latin Faculty Compensation and Performance Scale for the 2019-2020 school year and moving forward, which is moved by Dr. Tennant and seconded by Mr. Kontes. The motion passes unanimously.

A discussion follows on the implementation timeline, transparency, and how current teachers and faculty will react. Dr. Tennant notes that no teachers will begin at the Excelsior level next school year, which gives the school half of a year to develop what the process will look like to get into the Excelsior program.

Dr. Tennant and Ms. Woodward conclude their presentation.

*With there being no need for Executive Session, the meeting adjourned at 5:51 p.m.*

Respectfully submitted,

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Sally Randolph, Secretary