



**Meeting of the Board of Directors  
Wednesday, June 5, 2019 at 4pm  
339 North 63<sup>rd</sup> Street, Philadelphia, PA 19139**

*The meeting was called to order at 4:02 p.m.*

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

Board Members Excused: Andrew Addis, Isaac Ewell, Matt Schuh, Wally Zimolong

Board Members Joined by Phone: Sally Randolph, Patrick South, Steven Ujifusa

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

Guests: Jenna Smalley (Kleinbard LLC), Mike Whisman (Charter Choices)—joined by phone

I. Call to Order: *Bill Thorkelson*

Mr. Thorkelson calls the meeting to order.

Mr. Thorkelson begins by announcing that Dr. Randolph has chosen to step down from the board at Boys' Latin, and expresses gratitude for her years of enthusiasm and constant encouragement for Boys' Latin's mission. Boys' Latin will greatly miss Dr. Randolph and her professionalism.

There is a motion to approve the minutes of the April 3, 2019 board meeting pending minor revisions, which is moved by Mr. Kempf and seconded by Mr. Wyatt. The motion passes unanimously.

II. CEO Report: *Noah Tennant*

Dr. Tennant begins by briefing the board on school performance metrics, beginning with teacher retention. Dr. Tennant reports that Boys' Latin is currently at a 78 percent teacher retention rate, which is higher than the school district average. Dr. Tennant notes that this number is particularly strong at the middle school level, where, historically, retention has been lower. Dr. Tennant describes how Boys' Latin has been trying to focus on why teachers might be leaving, with reasons ranging from parenthood to geographic relocation to lack of job satisfaction. Dr. Tennant adds that Boys' Latin's newly redesigned performance/compensation framework will go a long

way in helping to retain teachers. The school is furthermore focused on making sure the school is a safe space for teachers of color.

Dr. Tennant then addresses student retention, as matriculation from Boys' Latin's middle school to its high school is in a good place with 90 percent of middle schoolers planning to enroll in the high school. This number is significantly higher than last year, where 68 percent of middle schoolers went on to Boys' Latin's high school. Dr. Tennant announces that these eighth graders will be promoted this Friday, June 7, at 1:00 pm. The families and students are excited, and Boys' Latin is looking forward to hosting the annual 8<sup>th</sup> Grade Move Up ceremony.

Dr. Tennant announces that the high school graduation will be Tuesday, June 11 at 4:00 p.m. Seats have been set aside for board members and Dr. Tennant encourages the board to attend. Dr. Tennant states that Danny Pommells from NBC will be the keynote speaker, who is originally from Philadelphia and has travelled across the country for his broadcasting career. Dr. Tennant notes that 62 students will be graduating, with a handful of students not walking due to graduation requirements not being met. Boys' Latin expects those requirements to be met by the end of the summer. Dr. Tennant explains how juniors are quick to learn that Boys' Latin is serious about students meeting these requirements, and do not want to risk not walking in the graduation.

There is a discussion on teacher retention targets/goals, reasons why staff leaves, and the importance of attracting and retaining a diverse faculty.

Dr. Tennant concludes his presentation.

### III. Board Committee Reports

#### a. Parent Liaison Report: Elaine Wells

Ms. Wells begins by describing how Boys' Latin parents met with Principal McDaniel for a planning meeting in late April to discuss next year's initiatives, which include a uniform drive and parent social. The parent committee has also been working with some of the newer parents of middle school students, and continue to try to make connections with outside organizations to help bring new opportunities to Boys' Latin and its families. Ms. Wells describes how Boys' Latin has partnered with UC Green to receive free tree plantings at the high school, and there will be another opportunity this November to plant trees at the middle school.

Continuing, Ms. Wells states that the Childhoodslost Foundation is going to partner with the Summer Academy, which is a male mentoring program for incoming ninth graders. Ms. Wells adds that the organization Children of the Art will be hosting a documentary about the Central Park Five where a panel of lawyers, along with a formerly incarcerated and wrongfully convicted juvenile, will host a discussion following the film. A social worker will also be on hand to help the boys unpack any

feelings they have after viewing. Ms. Wells states that all Boys' Latin students and parents are invited to attend.

Dr. Tennant thanks Ms. Wells, as the Black Boys' Experience is now going to be part of the curriculum for incoming ninth graders at Boys' Latin. Ms. Woodward also thanks the parents for the Teacher Appreciation Luncheon, which included a beautiful speech and programing where the faculty had a great time.

Ms. Wells concludes her presentation.

b. Finance Part I: Wes Wyatt, Kerry Woodward

Mr. Wyatt begins by walking the board through the proposed FY2020 budget, and thanks Dr. Tennant, Ms. Woodward, and Ms. Gonzalez, and Ms. Smith for their hard work in helping to put the numbers together. Mr. Wyatt describes how the proposed budget projects \$150,000 of income with a two percent increase in revenue. Mr. Wyatt explains how the committee reduced the expected contributions to \$1 million in an effort towards conservative budgeting, as the school consistently exceeds that budgeted amount.

Continuing to expenses, Mr. Wyatt explains how Boys' Latin is investing \$560,000 in bolstering teacher salaries in an attempt to be competitive with the school district. Mr. Wyatt then describes a few deltas in expenses, including conservative budgeting in special education settlements and expected tuition payouts. Mr. Wyatt states that in terms of revenue, attrition and enrollment have stabilized which is great news in terms of predictability.

Ms. Woodward then addresses the SDP Reserve, and explains how every year the school district gives Boys' Latin preliminary guidance as to what next year's per pupil reimbursement will be for both regular students and special education students, then halfway through the school year that number is solidified. Ms. Woodward explains how one year Boy's Latin received a steep revenue clawback, but that number has now stabilized to one-to-three percent maximum. As such, Ms. Woodward explains how the committee discussed taking a three percent reserve of publicly derived revenue and set that aside in the event of a clawback. Ms. Woodward states that Boys' Latin felt that establishing this reserve was a necessary practice to safeguard the school.

A discussion follows on the time frame surrounding the reimbursement, and how leftover funds in the reserve could be used.

Continuing, Ms. Woodward states that cash balance between Boys' Latin and its Foundation is roughly \$3.2 million, with \$1.4 million coming from private contributions. Ms. Woodward explains that Boys' Latin had a strong year financially, which has allowed the school to consider some key spending initiatives Ms. Woodward then directs the board to a resolution requiring board approval, which states that Boys' Latin has adopted a balance fund policy that commits \$400,000 for

future capital projects and \$500,000 for future operating costs, to be effective as of June 30, 2019.

There is a motion to adopt the resolution assigning a fund balance of \$400,000 to future capital projects and \$500,000 to future operating costs pending minor revisions to the effective date, which is moved by Mr. Smith.

A discussion follows on how to allocate these future expenses, with a formal vote to follow later in the meeting after the Development report.

Mr. Thorkelson then addresses MIS Capital, a third-party entity that works with charters and other for-profit/non-profit organizations to help develop a master plan for the campus. Mr. Thorkelson describes how MIS Capital will take a hard look at Boys' Latin's financial position to help identify appropriate facilities projects to undertake within the school's capacity.

Mr. Wyatt and Ms. Woodward concludes their presentation.

c. Development: *Patrick South, Colleen Smith*

Mr. South begins by stating that Boys' Latin had a strong year, and thanks Ms. Smith and Ms. Woodward for their efforts. Mr. South summarizes that so far this year, Boys' Latin has a little over \$1.4 million in cash contributions already received or committed. Mr. South describes this year's fundraising numbers are comparable to last year, with 31 percent coming from EITC gifts, 31 percent from annual giving, 22 percent from events, and 15 percent through various grants. Mr. South thanks the board for their generous support.

Continuing, Mr. South describes how the annual event honoring the McNabbs was a success, the keynote speaker was impactful, and how the real stars of the event were the students and alumni who do the best job at selling the school. Mr. South adds that 180 guests attended the event which generated \$300,000 in revenue.

Mr. South then addresses future development goals for Boys' Latin, which include decreasing reliance on individual giving and traditional donors, wanting to diversify giving over time, broadening the school's donor base, and diversifying grants. Mr. South explains how one way to go about this is to apply for certain grants through the state, which Boys' Latin has successfully done this year. Mr. South shares that the school has been awarded a grant from the Pennsylvania Commission on Crime and Delinquency, which is designed to support safety and security at Boys' Latin, in the amount of \$52,000. Mr. South describes how Boys' Latin will use this grant to install security cameras at the high school field, add a public address system in the fine arts building, and add a security system with cameras to cover the entire middle school campus.

Mr. South shares that the board must submit a letter to the state that confirms the board supports the school in receiving these funds to be used for security purposes. Ms. Smith has drafted such a letter.

A discussion follows on Boys' Latin's current security system, and how much the grant will cover.

Mr. South announces that for the upcoming school year, the development committee will get together later this month to discuss a conservative budgeting goal and broadening the donor base. Mr. South adds that part of that initiative will be focusing on more in-person meetings with donors and potential donors, augmenting fundraising events, and potentially breaking down into smaller groups to help with broadening outreach and communication with potential donors.

Mr. South and Ms. Smith conclude their presentation.

d. Finance Part II: *Wes Wyatt, Kerry Woodward*

Mr. Thorkelson returns to pending resolutions and matters requiring board approval, including the fund balance resolution and lease reimbursement resolution.

With there being no objections, the motion to adopt the resolution assigning a fund balance of \$400,000 to future capital projects and \$500,000 to future operating costs pending minor revisions to the effective date passes unanimously.

Ms. Woodward then briefs the board on the lease reimbursement, which allows Boys' Latin to accept \$132,778 in reimbursement for rental expenses from the Commonwealth of Pennsylvania.

There is a motion for Boys' Latin to accept the \$132,778 reimbursement for rental expenses from the Commonwealth of Pennsylvania, which is moved by Mr. Thorkelson. With there being no objections the motion passes unanimously.

e. Facilities: *Joe Conwell*

Mr. Conwell begins by stating that there is a \$100,000 line item in the budget for facilities related to masonry and pointing. Mr. Conwell explains that this will largely be for work at the high school to address water leakage that has been ongoing on eaves where stonewall meets the roof. The facilities committee estimates that 60-70 percent of the \$100,000 will be used to address such leakage. Mr. Conwell explains that the goal of the facilities committee is to catch up on deferred maintenance.

Mr. Conwell then addresses MIS Capital, and how the facilities committee would like to engage them for the benefit of their assistance in developing a facilities master plan. Mr. Conwell states that the estimated total cost for such a master plan would be approximately \$70,000.

Mr. Thorkelson adds that MIS Capital will help Boys' Latin in determining how much facilities projects will cost and also address holistic concepts, such as potentially relocating the middle school campus to the high school, and incorporating more community and/or athletic spaces.

Mr. Conwell shares that Boys' Latin is 12-years-old, and is at a point in its evolution where the facilities committee feels like retaining MIS Capital would be a benefit to the school's progress in offering a competitive and compelling campus to prospective students.

Mr. Thorkelson adds that MIS Capital met with various board members and staff who are convinced the group can help Boys' Latin envision its facilities future.

Continuing, Mr. Conwell states that the science labs are fully designed, construction will begin this month, and the labs should be completed by the start of the next school year. Mr. Conwell thanks Mr. Kempf for his hard work, as his hands-on project management is a significant reason as to why the process is moving smoothly.

There is a motion to accept the identified spending initiatives related to facilities that have been detailed in the fiscal year 2020 budget, which is moved by Mr. Oehrle and seconded by Mr. Dobson. The motion passes unanimously.

Finally, Mr. Thorkelson returns to approving the budget for FY2020.

There is a motion to approve the budget as proposed for fiscal year 2020 including capital expenditure projects, which is moved by Mr. Wyatt and seconded by Mr. Kempf. The motion passes unanimously.

Mr. Conwell concludes his presentation.

f. Other Business: *Bill Thorkelson*

Mr. Thorkelson begins by encouraging the board to attend the high school graduation located at the Annenberg Center on June 11 at 4:00 pm. Mr. Thorkelson then thanks the board for supporting the school financially, and encourages any trustee who has not yet contributed to make a contribution by June 30.

Mr. Thorkelson notes that in light of Dr. Randolph stepping down as a trustee, it is important to find committed board members to keep Boys' Latin strong. Mr. Thorkelson encourages all current board members to be vigilant in recruiting additional trustees.

Mr. Thorkelson reminds the board that due to Act 55, all trustees require a two-hour online training session provided by the state. Mr. Thorkelson states that all trustees need to complete this training by October 31. Dr. Tennant adds that this training must

occur once per term, and Boys' Latin will look into an orientation program for all new trustees that would include this training.

Mr. Thorkelson concludes his presentation.

*The meeting adjourns to executive session to discuss school safety protocols at 5:33 p.m.*

Respectfully submitted,

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Sally Randolph, Secretary