



**Meeting of the Board of Directors  
Wednesday, September 1, 2021 at 4:00pm  
Meeting held via Zoom due to COVID-19**

*The meeting was called to order at 4:06 p.m.*

Board Members in Attendance: Isaac Ewell, Amy Guidi, Steven Kempf, Steve Smith, Patrick South, Elaine Wells, Kerry Woodward, Wesley Wyatt

Board Members Excused: Joseph Conwell, Albert Oehrle, Amir Tucker, Paul Yakulis

Staff in Attendance: Francina Girard, Ruth Gonzalez, Dr. William Hayes, Colleen Smith

Guests: Jenna Smalley (Kleinbard LLC), Mike Whisman (Charter Choices)

I. Executive Session

An executive session was held to discuss a personnel matter.

II. Call to Order: Wes Wyatt

Mr. Wyatt calls the meeting to order, and welcomes the board to the new academic year. Mr. Wyatt discusses the changes to the board's meeting schedule, as the board will now meet once per month.

There is a motion to approve the minutes from the July 27, 2021 board meeting, which is moved by Mr. Kempf and seconded by Mr. Smith. The following board members vote in the affirmative: Mr. Wyatt, Mr. Kempf, Mr. South, Ms. Wells, Ms. Guidi, Ms. Woodward, Mr. Smith, and Mr. Ewell. The motion passes unanimously.

Mr. Wyatt then introduces the new Boys' Latin CEO to the board, Dr. William Hayes.

III. CEO Report: Dr. William Hayes

Dr. Hayes begins by introducing himself to the board, and announces that last week Boys' Latin welcomed 17 new teachers and staff members to the school community. Returning teachers came in this week for their teacher orientation, then next Tuesday the school invites 830 students at middle and high schools to attend classes in-person as the 2021-2022 school year begins.

Dr. Hayes then gives a presentation to the board on Boys' Latin Pre-Pandemic Academic Data. Dr. Hayes describes the metrics in which Boys' Latin is judged on and how the school compared to its peer schools. This data includes PSSA and Keystone proficiency rates along with high school graduation rates, SAT/ACT scores, first-fall college matriculation rates, and non-evaluation postsecondary readiness information. Dr. Hayes explains the importance of this information in terms of academic programming and budget: because Boys' Latin has a high attrition of students, the school is not capturing cohort data in its current numbers which impacts Boys' Latin's graduation rates.

There is a discussion on how the states calculate graduation rates.

Dr. Hayes explains how Boys' Latin has not yet mandated AP students to take AP tests at the end of their courses, which is why those scores are a bit lower. Dr. Hayes addresses some alarming data which impacts learning loss and charter renewal: Boys' Latin does not have data to stand on to show that the school is outperforming the school district or its peers.

Dr. Hayes then describes some key concerns of academic program, which includes a lack of evidence of standards aligned with Boys' Latin's core curriculum across grades and content, lack of scope and sequence aligned to eligible content on state assessments, and lack of evidence of regular assessment and data tracking measures. There is also a misalignment between grades, state assessments, student outcomes, core curriculum, scheduling, and SAT content. Dr. Hayes addresses the high rates of student failure across the grade levels, and high rates of student attrition in the high school. Dr. Hayes also notes high variation in grading practice and over-inflation of GPAs.

To address these concerns, Boys' Latin has added some key Student Handbook revisions to address grading policy changes, change in length of the school day, clarifying student discipline policies, and defining leveled infractions and behaviors. Boys' Latin will change their passing scores to align with the school district, and the school day will last from 8:00 to 3:30 at both the middle and high schools. There will also be mandatory Leadership Academy for all high school students.

The board thanks for Dr. Hayes for his transparent presentation and the school's reactions to keep Boys' Latin grounded in the data.

Continuing, Dr. Hayes addresses the current educator effectiveness performance appraisal system, which largely ranks teachers and how their performance aligns with their pay. Dr. Hayes explains how the number of years teaching at Boys' Latin factors into higher salaries. Dr. Hayes then describes some key missing components. Boys' Latin is lacking a documented cycle of observation, feedback, and evaluation for all teachers along with language for observable evidence of effective differentiation of category performance. Boys' Latin needs a better way to find evidence of objective

measures for performance ratings and advancement while overemphasis on criteria should not be directly related to instruction and student outcomes.

Dr. Hayes explains how this year Boys' Latin will use the Educator Effectiveness Performance Appraisal System to address teacher evaluation. The school will address teacher observation, student perception, adult principles, and professionalism.

Dr. Hayes takes the board through some Employee Handbook revisions, which include flat rates of available time for PTO, call out procedures, and black-out days surrounding holidays and exams. Dr. Hayes notes that Boys' Latin still needs to add clarity around expected time in front of students and a policy for paid coverage.

A discussion follows on whether these changes have been communicated to the teachers. Dr. Hayes states that everything has been addressed with Boys' Latin teachers except for the expected time in front of students clarification.

There is a motion to adopt the SY2022 Boys' Latin Student Code of Conduct Handbook as presented to the board, which is moved by Mr. Kempf and seconded by Mr. South. The following board members vote in the affirmative: Mr. Kempf, Mr. Smith, Mr. Wyatt, Mr. Ewell, Mr. South, Ms. Guidi, Ms. Wells, and Ms. Woodward. The motion passes unanimously.

There is a motion to adopt the SY2022 Boys' Latin Employee Handbook as presented to the board, which is moved by Mr. South and seconded by Mr. Kempf. The following board members vote in the affirmative: Mr. Kempf, Mr. Smith, Mr. Wyatt, Mr. Ewell, Mr. South, Ms. Guidi, Ms. Wells, and Ms. Woodward. The motion passes unanimously.

There is a motion to adopt the SY2022 Boys' Latin Educator Effectiveness Performance Appraisal System as presented to the board, which is moved by Mr. Kempf and seconded by Mr. Smith. The following board members vote in the affirmative: Mr. Kempf, Mr. Smith, Mr. Wyatt, Mr. Ewell, Mr. South, Ms. Guidi, Ms. Wells, and Ms. Woodward. The motion passes unanimously.

Dr. Hayes concludes his presentation. Mr. Wyatt thanks Dr. Hayes for his comprehensive report.

#### IV. Board Committee Reports

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

Ms. Wells begins by welcoming Dr. Hayes to Boys' Latin, and wishes the board a happy new school year. Ms. Well gives a brief synopsis of Boys' Latin's Extended Family Network ("EFN"), which is a parent organization that provides a forum for parents and community members to have a voice within the school. The EFN provides programing throughout the year, a speaker series, the blazer for my brother

program so students can get access to discounted slightly-used school uniforms, family fun day, a teacher appreciation luncheon, and principal meetups with parents. Ms. Wells explains that over the past 18 months the EFN has not regular meetings due to the pandemic, but has been working with the high school principal to create plans to re-energize these networks at both campuses. Regular EFN meetings will be held over Zoom to have a wider reach and bigger impact. The group is currently working to identify parents who want leadership roles, along with outreach at upcoming town hall meetings.

Ms. Wells is looking forward to a stellar new year, and looks forward to seeing everyone in person.

Ms. Wells concludes her presentation.

b. Finance: *Kerry Woodward and Colleen Smith*

Ms. Woodward begins by addressing FY2022 budget review and resolution. Ms. Woodward advises to hold on a vote approving the budget the tonight, rather voting to give the finance committee the authority to approve the budget the next time they convene later this month. Ms. Woodward explains how COVID has been a wrench in budgeting, as many factors have changed since adopting this budget last June.

Ms. Smith then reviews the executive summary with the board, as on June 9, 2021 the board approved a FY2022 budget that yields a net income of \$361,000 and designated its authority of final approval to the finance committee. Ms. Smith explains how in light of new central school leadership, the school health and safety plan, and priorities informed by the charter renewal process, as well as the COVID environment, Boys' Latin proposes several significant changes to the approved FY2022 budget. The final revised budgets yields a net income of \$291,000 and supports the school's realignment to its mission and response to COVID.

Ms. Smith then addresses revenues. In response to COVID enrollment, the budget now reflects an In-District ADM of 795 students (previously 800 students). Boys' Latin is on track to meet its first day target of 839 students to account for an increased annual attrition rate of 10 percent. Federal COVID response funds have also been clarified related to ESSER I, ESSER II, and ARP ESSER.

In terms of expenditures, Ms. Smith describes changes to salaries and benefits, special education, instruction expenses, student support, and the ESSER offset. Boys' Latin has right-sized its special education department based on enrollment, invested in best-in-class intervention to close math and reading gaps for special education students, contracted substitute coverage due to full-time vacancies, and is seeking a free COVID testing option to release \$250,000 from the school's testing budget.

There is a motion to give the finance committee authority to approve the revised FY2022 budget at a later date, which is moved by Ms. Woodward seconded by Mr.

South. The following board members vote in the affirmative: Mr. South, Mr. Wyatt, Ms. Woodward, Ms. Wells, Mr. Ewell, Mr. Kempf, Mr. Smith, and Ms. Guidi. The motion passes unanimously.

There is a motion to adopt the approved hires, terminations, and resignations as circulated to board for review in Executive Session, which is moved by Ms. Guidi and seconded by Mr. Kempf. The following board members vote in the affirmative: Mr. Kempf, Ms. Woodward, Ms. Guidi, Ms. Wells, Mr. Ewell, Mr. South, Mr. Wyatt, and Mr. Smith. The motion passes unanimously.

Ms. Woodward notes that one contract did not have a summary included in the memo circulated to the board, regarding the Center for Black Educators Development. The finance committee will be updating policies to include tiered levels of approval depending on the value of the contract being proposed.

There is a motion to adopt the contracts as circulated in the board packet dated September 1, 2021, which is moved by Ms. Woodward and seconded by Mr. Wyatt. As no roll-call vote is required, the motion passes unanimously.

Ms. Woodward and Ms. Smith conclude their presentation.

c. Development: *Patrick South*

Mr. South begins by addressing the development report with the board. Mr. South touches on lack outreach or in-person fundraising due to the pandemic over the past year and half. Despite this, Boys' Latin is off to a good start with \$240,000 raised from larger donors. Mr. South and Ms. Smith have discussed getting the committee together to determine development strategies for this year school, including outreach to key donors. The committee would like to host its annual event this spring, which has been difficult to plan amidst changing COVID-19 restrictions. Mr. South describes how Boys' Latin wants to get back out there on the minds of its donors, and introduce Dr. Hayes to the community.

Mr. South concludes her presentation.

d. Facilities: *Steve Kempf*

Mr. Kempf begins by explaining how the committee has been meeting on a weekly basis surrounding the recent project at the middle school campus, which includes the completion of the church demolition. Currently the site is being cleaned up and made safe for students to have it look presentable with fencing and a banner-like screening around it. Boys' Latin wants to take the extra time and effort to make the area look acceptable to the neighborhood. Mr. Kempf describes how the demolition went well, albeit met some resistance from the community which was diffused by school leadership. Currently Boys' Latin is planning ahead for a multi-purpose building on this site, including a gym and classrooms. In the concept changes, Anchor

Management is currently putting together a design and budget for that project. The facilities committee believes the concept is fantastic, and would be a huge boost to the middle school and its campus. Dr. Hayes has been very active in discussions regarding the design and development of the building. The facilities committee hopes to present the concept to the board soon. The current goal is to get the appropriate funding and move forward with the project as soon as possible. Mr. Kempf explains how no timeline for this project has been designated at this point. Additionally, the committee has also been discussing general maintenance at both campuses and addressing any issues that have come up.

Mr. Kempf concludes his presentation.

e. Governance: *Wes Wyatt*

Mr. Wyatt begins by addressing the revised Boys' Latin's Bylaws, which have been reviewed by the school's law firm and a redlined version has been circulated to board.

There is a motion to adopt the revisions to Boys' Latin's Bylaws as presented to the board, which is moved by Mr. Kempf and seconded by Ms. Woodward. The following board members vote in the affirmative: Mr. Kempf, Mr. Wyatt, Mr. Smith, Mr. South, Ms. Woodward, Ms. Wells, and Mr. Ewell.

Mr. Wyatt concludes his presentation.

Mr. Wyatt thanks everyone for their time, and congratulates the board on the start of a great school year.

*The meeting adjourns at 5:04 p.m.*

Respectfully submitted,

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Patrick South, Secretary