



Board of Directors

Thursday, December 04, 2025, 4:00 PM-6:00 PM

A. Opening Items

Directors Attending

- Nolan Highbaugh
- Marie Huxley
- Shannon Stockdale

Directors Absent

- Tina Sachs
- Asha Canady

Staff Present

- Terence Johnson, CEO
- Markus Mullarkey, President
- Rachael Weingarten, Chief Schools Officer
- Devin Gross, Managing Director of Operations
- Katherine Hendrickson, Chief of Strategy
- Matt White, Head of Data and Assessment
- Brian Jimenez, Managing Director of People

Call to order - The meeting was initiated by Nolan Highbaugh at **4:00pm**. A quorum was established.

Shannon Stockdale made a motion to approve the Board Meeting Agenda. Marie Huxley seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes

Motion Passed



B. Governance:

a. Election of New Board Member - Tasha Norwood

- i. Terence introduced Tashieana Norwood, a Vallejo parent of four Caliber students, active school volunteer and community member, recommended by site leaders.

Shannon Stockdale made a motion to elect Tashieana Norwood Marie Huxley seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes

b. Election of New Board Member- Chayla Gibson

- i. Terence introduced Chayla Gibson, former Head of People at Caliber, founding team member with deep constitutional knowledge and HR/people expertise.

Shannon Stockdale made a motion to elect Chayla Gibson Marie Huxley seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes

Motion passed.

Tashieana and Chayla joined the meeting as voting board members.

D1. Discussion & Action Items

Markus Mullarkey provided the financial update for the 2025–26 fiscal year and shared that the prior year audit is being finalized. Overall, the organization is off to a reasonably strong start. Beta Academy experienced an enrollment shortfall due to unexpected no-shows and early withdrawals, though attendance rates remain strong and help offset some of the impact. Changemakers have been less affected. Additional state funding for the Expanded Learning Opportunities Program increased both revenues and expenses, which largely offset one another. Remaining one-time funds are helping mitigate Beta’s enrollment gap and are expected to be largely expended this year. The transition off one-time funds will be a key focus during spring budget planning.



At the site level, Beta Academy is projecting a deficit slightly above budget, which includes a significant non-cash depreciation expense related to the North Campus facility. On a cash basis, the deficit is close to projections and within expectations given known enrollment challenges. Changemakers is projecting a net positive year and remains financially healthy.

Leadership is continuing to analyze enrollment trends at Beta, particularly related to no-shows and early withdrawals, and is adjusting recruitment and retention strategies accordingly.

The Board also received the prior fiscal year audit results from **CliftonLarsonAllen LLP (CLA)**. The organization received a clean audit with no findings or compliance issues, and prior-year findings were fully resolved.

Markus shared an update on the ChangeMakers expansion project: If permits are approved on time, construction is expected to begin in summer 2026, continue through the 2026–27 school year, and be fully operational by 2027–28. Financing and staff engagement remain on track.

Partnerships: The longstanding partnership with Invictus in Richmond is currently being concluded and is progressing smoothly. The ongoing partnership with Griffin Academy continues to serve our schools and remains mutually beneficial.

Marie Huxley made a motion of submission approval of the 2025–26 first interim budgets for both Caliber schools. Nolan Highbaugh seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes
- Tasha Norwood- Yes
- Chayla Gibson- Yes

Open Comment

No comments made on this item.

D2. ChangeMakers Academy Lottery Preferences

Devin Gross Presented Caliber Changemakers' lottery preferences and the school's charter commitment to enroll a comparable percentage of students eligible for free and reduced-price meals (FRL) as the local district,



Vallejo City Unified School District. The Board reviewed the existing lottery preference order, which prioritizes siblings, children of staff and board members, founding team members, FRL-eligible district residents, other district residents, and then all remaining applicants.

Each year, staff compare Changemakers' FRL demographics to the district's data to determine the percentage of open seats that should be reserved for FRL-eligible district residents in order to remain aligned with the charter commitment.

For the 2026–27 enrollment cycle (lottery to be run on February 26, 2026), the recommendation is to allocate 75% of open seats at Changemakers as a preference for FRL-eligible district residents. The Board discussed that this continues prior policy and helps prevent drift from district-level FRL representation. Although current FRL enrollment at Changemakers exceeds district averages, maintaining the 75% target supports the school's ongoing commitment to equitable access.

Marie Huxley Approve recommendation to reserve 75% of open lottery seats for FRL-eligible district residents for the 2026–27 school year. Chayla Gibson seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes
- Tasha Norwood- Yes
- Chayla Gibson- Yes

C. CEO & Staff Updates

- **Katherine:** Introduced a draft Board Dashboard designed as an ongoing tool to monitor progress toward both Healthy School/Healthy Organization (LCAP-level) targets and longer-term Strategic Plan goals. The dashboard includes key metrics across academics, attendance, suspensions, staffing, and fundraising, with color-coding to show whether the organization is on track for minimum or ambitious targets.
 - Katherine reviewed progress toward the three-year Strategic Plan. Goals are color-coded to indicate whether they are on track, need acceleration, or are currently off track. This year's primary focus is People Development and Performance Management and Teams are setting aligned functional goals and using seasonal step-backs to monitor progress. Manager training and strengthened 1:1 systems are underway.



- Beta and Changemakers are currently in the “middle track” for renewal under the state accountability system, making them eligible for five-year renewals.
- Charter petition drafting is underway during the 2025–26 school year, with submission anticipated in summer 2026.
- Katherine also provided information for upcoming Board Retreat Planning:
 - The retreat will focus on relationship building, organizational history, a review of the strategic plan, and discussion of the external landscape, including political and fiscal conditions.
- **Brian** -People Update: Brian shared that Network staffing remains above 98%, with four key vacancies as of late November. Long-term substitutes are covering open roles, and hiring is in progress with a goal of filling all positions by January. Exit interviews are conducted for mid-year departures, and insights are being used to refine hiring and screening practices.
 - Initial Intent to Return results show approximately 90% of respondents plan to return, with an overall projected return rate of about 84% when including non-respondents. Results are generally consistent with prior years, with no major concentration of departures in a single role area. A second survey round in February–March will aim to confirm projections and reach full participation
 - Instructional and support staff participated in TNTP’s Insight Survey to gather nationally benchmarked data on culture, operations, and talent practices. Teacher response rates met the recommended threshold. Results are expected in December and will be shared at a future board meeting.
 - Credentialing Update: The Board previously approved a Declaration of Need for temporary credentials. Actual usage this year is lower than anticipated due to stronger credential progress among staff. Ongoing check-ins and support are in place to ensure compliance with credentialing requirements.
- **Rachael**: Academic/SBAC :
 - Both schools continue to show post-pandemic recovery trends, though not yet at 2019 levels. In ELA, both sites are improving, with Beta showing particularly strong gains. In math, Changemakers is improving at a faster rate and is closest to pre-pandemic levels within the network.
 - Both schools rank competitively within their local districts and among charter peers, and science performance exceeds state averages.



- **Devin:** ADA/Enrollment- Attendance is off to its strongest start in three years, with November ADA at 94.6%, exceeding last year’s rate. Schools are using targeted incentives, family engagement, and consistent outreach to maintain strong attendance.
 - Enrollment is stable at Changemakers and at or above target. Beta is experiencing enrollment challenges in select grades due to higher no-show rates and early withdrawals. For 2026–27, leadership is focusing on earlier outreach to prospective families and stronger retention strategies at key transition grades.

E. Review/Approval of Consent Items

Nolan Highbaugh reviewed the Consent Items E1-E3 with the Board.

Open Comment

No comments made on this item.

Marie Huxley made a motion to approve Consent Calendar item E1.-E3. Shannon Stockdale seconded the motion.

- Nolan Highbaugh- Yes
- Marie Huxley-Yes
- Shannon Stockdale- Yes
- Tasha Norwood- Yes
- Chayla Gibson- Yes

F.Public Comment

No comments made

G. Closed Session

CEO Evaluation and Compensation - Went with staff recommendation for the CEO and President

The meeting adjourned at 6:00 PM