

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 August 22, 2015  
 Meeting Minutes

Attendance:

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Paul Blue</b>	<b>A</b>	<b>Margery Brown</b>	<b>P</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
<b>Lisa Handley</b>	<b>A</b>	<b>George Justice</b>	<b>A</b>	<b>Joya Kizer Clarke</b>	<b>P</b>
<b>Rochelle Seminerio</b>	<b>A</b>	<b>Ryan Taylor</b>	<b>A</b>	<b>Kelsey Wolf-Donnay, Honorary Alumni Member</b>	<b>P</b>
<b>Leah Fregulia, Head of School</b>	<b>P</b>	<b>Sara Maline, Principal</b>	<b>P</b>	<b>Marion Donaldson, Development Director</b>	<b>P</b>
<b>Beth Strickler, Director of Operations and Finance</b>	<b>P</b>	<b>Stacy Chatham, Executive Assistant and Community Liaison</b>	<b>P</b>		

**Call to Order**

Dan Schay, Board President, called the meeting to order at 2:00 p.m.

**Call to Public**

Mr. Schay made a call to the public. ASA parents, Lisa Cusick, Chris Fiscus, and Tim Nelson were present.

**Committee Reports**

***Finance Committee***

- Mr. Snider presented EOY15 financial (unaudited) and July financials. The Board reviewed the financial guidelines for us of excess funds.

***Facilities Committee***

- Nothing new to report

***Fundraising Development Committee***

- Marion Donaldson provided the board with an update on the Arts Fund Activity year to date.

***Technology Committee***

- Nothing new to report

***Compliance Committee***

- Nothing new to report

***Strategic Planning Committee***

- The Board held the Annual Board Meeting on Saturday, August 22, 2015

***Board Nominating Committee***

- There was nothing new to report.

**Consent Items:**

***Head of School Report***

- Leah Fregulia presented the August Head of School report and asked for questions.
- She also congratulated Marion Donaldson, Development Director, on being on of this year's 40 under 40 award recipients.

**Action Items:**

***Approval of Minutes***

Don Keuth moved to approve the minutes from the July 8, 2015 meeting. Margery Brown seconded the motion and it passed unanimously.

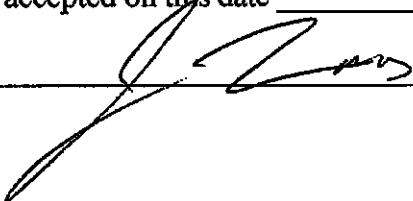
***Approval of expenditures in accordance with ASA Financial Guidelines***

Ed Novak moved to approve an expenditure for piano repairs not to exceed \$15,000 in accordance with ASA Financial Guidelines. Javier Cardenas seconded the motion and it passed unanimously.

**Adjournment**

Don Keuth made a motion to adjourn. The motion was seconded by Margery Brown and passed unanimously. The meeting adjourned at 2:23 p.m.

Minutes reviewed and accepted on this date 9/28/15

By:  Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004  
 Attendance:

Governing Board  
 September 28, 2015  
 Meeting Minutes

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Paul Blue</b>	<b>P</b>	<b>Margery Brown</b>	<b>P</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
<b>Lisa Handley</b>	<b>P</b>	<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>
<b>Rochelle Seminerio</b>	<b>A</b>	<b>Ryan Taylor</b>	<b>P</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Leah Fregulia, Head of School	<b>P</b>	Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>	John Snider, Finance Committee Chair	<b>P</b>

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:32 p.m.

**Call to Public**

Mr. Schay made a call to the public. No public members were in attendance.

**Presentation**

Ms. Fregulia introduced Wellington Reiter, Senior Advisor to the President, ASU who presented to the board this evening.

Mr. Reiter presented the “Central Idea” for Downtown Phoenix reviewing the issues and projects that will shape the future of downtown Phoenix along Central Ave.

**Committee Reports**

***Finance Committee***

- Mr. Snider shared the results year to date.
- He also shared that the audit will be finished next month and will be discussed for approval during the October board meeting.

***Facilities Committee***

- Nothing new to report

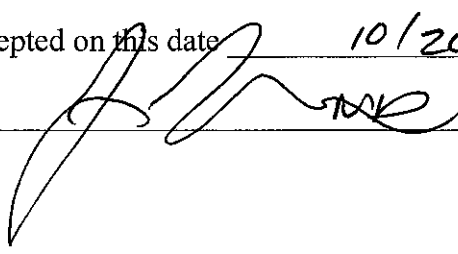
***Fundraising Development Committee***

- Marion Donaldson provided the Board with an update on the current status for fundraising.
- She also shared that The Project concert proceeds were \$40,000 for ASA.

**Adjournment**

Don Keuth made a motion to adjourn. The motion was seconded by Marge Brown and passed unanimously. The meeting adjourned at 6:54 p.m.

Minutes reviewed and accepted on this date 10/26/15.

By:  Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004  
 Attendance:

Governing Board  
 October 26, 2015  
 Meeting Minutes

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>A</b>	<b>Paul Blue</b>	<b>P</b>	<b>Margery Brown</b>	<b>P</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>A</b>
<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>A</b>
<b>Ryan Taylor</b>	<b>P</b>	<b>Kelsey Wolf-Donnay, Honorary Alumni Member</b>	<b>P</b>	<b>Peter Trentacoste, Honorary Academic Faculty</b>	<b>P</b>
<b>Monica Anthony, Honorary Arts Faculty</b>	<b>P</b>	<b>Leah Fregulia, Head of School</b>	<b>P</b>	<b>Marion Donaldson, Development Director</b>	<b>P</b>
<b>Beth Strickler, Director of Operations and Finance</b>	<b>P</b>	<b>Stacy Chatham, Executive Assistant and Community Liaison</b>	<b>A</b>	<b>John Snider, Finance Committee Chair</b>	<b>P</b>

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:30 p.m.

**Call to Public**

Mr. Schay made a call to the public. No public members were in attendance.

**Presentation**

Principal Sara Maline Bohn shared the AzMerit results with the Board; emphasizing these results are embargoed until November 30, 2015.

**Committee Reports**

***Finance Committee***

- Mr. Snider shared the financial documents, explaining that revenue had reported too early, which explains the different noted in Monthly Cash Flow.
- He also shared that ASA currently has 20 students above the number used for the budget which will allow ASA to see a positive adjustment in payments if these numbers remain consistent through the 100-day count.

***Facilities Committee***

- Nothing new to report.

***Fundraising Development Committee***

- Dan Schay presented for the Fundraising Development Committee funds received to date. Compared to previous years, ASA is doing significantly better than previous years at this time.

***Technology Committee***

- Nothing new to report.

***Compliance Committee***

- Nothing new to report.

***Strategic Planning Committee***

- David Garcia led a discussion on Strategic Planning, returning to the Board the compiled list of goals and deliverables. At this point, the document presented will serve as the working document to move ASA forward throughout the year.

***Board Nominating Committee***

- There was nothing new to report.

**Consent Items:**

***Head of School Report***

- Leah Fregulia presented the October Head of School report and asked for questions.

**Action Items:**

***Approval of Minutes***

Paul Blue moved to approve the minutes from the September 28, 2015 meeting. Ed Novak seconded the motion and it passed unanimously.

***Approval of Travel Dates***

Suzanne Dohrer moved to approve France travel dates, June 8-21, 2016. Marge Brown seconded the motion and it passed unanimously.


***Approval of FY2015 Financial Audit***

Paul Blue moved to approve the FY 2015 Financial Audit. Ed Novak seconded the motion and it passed unanimously.

**Adjournment**

Marge Brown made a motion to adjourn. The motion was seconded by Ed Novak and passed unanimously. The meeting adjourned at 5:55 p.m.

Minutes reviewed and accepted on this date 12/14/15

By:  Cardenas Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004  
 Attendance:

Governing Board  
 November 23, 2015  
 Meeting Minutes

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>A</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Paul Blue</b>	<b>A</b>	<b>Margery Brown</b>	<b>A</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>A</b>	<b>David Garcia</b>	<b>A</b>
<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>A</b>
<b>Ryan Taylor</b>	<b>A</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>A</b>	Peter Trentacoste, Honorary Academic Faculty	<b>P</b>
Monica Anthony, Honorary Arts Faculty	<b>P</b>	Leah Fregulia, Head of School	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>A</b>	John Snider, Finance Committee Chair	<b>P</b>

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:35 p.m.

**Call to Public**

Mr. Schay made a call to the public. No public members were in attendance.

**Committee Reports**

***Finance Committee***

- Mr. Snider shared that ASA continues to remain right on budget with a little bit ahead based on the 20 students above charter-estimated count. Legislature raised based support level and will distribute other monies over the next 10 years, amounting approximately \$250 per student increase. This will result in about \$180K revenue above this year's. This is a step forward in state school finance funding. We have backed up inflationary money coming to ASA.

***Facilities Committee***

- Nothing new to report; meeting scheduled in December.

***Fundraising Development Committee***

- Dan Schay presented for the Fundraising Development Committee and shared that ASA is about \$212K ahead of where we were in annual fundraising at this time last year.
- Currently, the development office is addressing proactively any change noticed in pledges from last spring to payment this time through conversations and meetings. These meetings have helped inform parents and others; we are currently at 57% parent giving, which is up 7% from last year.

***Technology Committee***

- The committee met on November 13 to preview the 60 new chrome books. These additional tools will allow ASA students to collaborate with other students and work at both home and school.
- Javier Cardenas also shared that the committee is focusing on the many online systems ASA uses – Canvas (online grading), Synergy (student management system), School Messenger (mass communication with parents), and some other software systems currently being used. ASA will continue to evaluate effectiveness and needs for these programs.
- The committee is also preparing the next tech plan to be shared by June 2016.

***Compliance Committee***

- Nothing new to report.

***Strategic Planning Committee***

- Leah Fregulia shared that the committee met to discuss finishing the current goals while working toward the new goals for the next strategic plan.

***Board Nominating Committee***

- There was nothing new to report.

**Discussion Items:**

***Present Annual Report***

- Leah Fregulia presented the FY2014-15 Annual Report and noted that the information will be shared after November 30, 2015.

**Consent Items:**

***Head of School Report***

- Leah Fregulia presented the November Head of School report and asked for questions.
- Ms. Fregulia also emphasized that the MS Robotics group won the competition held this past weekend. She also thanked Tony Dietz for his significant contributions for the MS Robotics group.
- She also thanked Joya Kizer for donating more ASA buttons, and congratulated Dan Schay on his Piper Fellowship.
- Ms. Fregulia also shared that Tito Munoz has been selected as this year's commencement speaker.

**Action Items:**

*No quorum – no voting*

Minutes reviewed and accepted on this date 11/24/15

By:  Board Member



Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004  
 Attendance:

Governing Board  
 December 14, 2015  
 Meeting Minutes

<b>Dan Schay, President</b>	<b>A</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Paul Blue</b>	<b>P</b>	<b>Margery Brown</b>	<b>P</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>P</b>
<b>Ryan Taylor</b>	<b>A</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>	Peter Trentacoste, Honorary Academic Faculty	<b>P</b>
Monica Anthony, Honorary Arts Faculty	<b>P</b>	Leah Fregulia, Head of School	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>	John Snider, Finance Committee Chair	<b>A</b>

**Call to Order**

Ed Novak, Board Vice President, called the meeting to order at 5:32 p.m.

**Call to Public**

Mr. Novak made a call to the public. No public members were in attendance.

**Committee Reports**

***Finance Committee***

- Nothing new to report

***Facilities Committee***

- Mr. Keuth shared that there will be some ongoing maintenance during the winter break.
- Issues related to air quality are also being reviewed and more information will be shared during the January meeting.

***Fundraising Development Committee***

- Ms. Donaldson reported that we received a \$50,000 donation from the Jane A. Lehman & Alan G. Lehman Foundation.
- ASA has also received \$60,243 in tax credits to date.

***Technology Committee***

- Nothing new to report.

***Compliance Committee***

- Nothing new to report.

***Strategic Planning Committee***



Attendance:

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Paul Blue</b>	<b>P</b>	<b>Margery Brown</b>	<b>P</b>
<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>A</b>	<b>David Garcia</b>	<b>A</b>
<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>P</b>
<b>Ryan Taylor</b>	<b>A</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>A</b>	Peter Trentacoste, Honorary Academic Faculty	<b>P</b>
Monica Anthony, Honorary Arts Faculty	<b>P</b>	Leah Fregulia, Head of School	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>	John Snider, Finance Committee Chair	<b>P</b>

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:31 p.m.

**Call to Public**

Mr. Schay made a call to the public. Marcia Mintz, potential board member was in attendance. The lottery for the upcoming school year was also held during the meeting.

**Presentation**

Ms. Anthony shared that the ASA band students participated in the AMEA All-Region Auditions for High School students. The results are as follows:

- Choir: 9 selected with 5 alternates (21 auditioned)
- Orchestra: 11 selected with 3 alternates (18 auditioned)
- Band: 19 selected with 1 alternate (32 auditioned)
- 4 students were selected either on 2 instruments or choir and instrument.

Mr. Trentacoste shared that students participated in a Clothesline project with ASU where they created t-shirts making awareness for dating violence. He also spoke about the student led group, Freshman for Freshwater. After reading *A Long Walk To Water*, the freshman class at ASA founded Freshman for Freshwater. Their goal is to raise enough money to support a well in South Sudan. This well will bring freshwater to areas that are faced with drought and disease. He also reported that the group is 1/3 of the way to goal and also have a charity walk coming up.

He also shared that Mock Trial Regionals will be held on February 20, 2016.

## **Principals Report**

Ms. Fregulia shared results from this month's principal's report. Dr. Cardenas brought up a few questions regarding the reporting and the progress regarding how effective the program has been since inception last year.

## **Committee Reports**

### ***Finance Committee***

- Mr. Snider shared that the budget is on track and also that funding per student will increase to 20 students, which is more than ASA had accounted for, allowing for more funding than initially expected.

### ***Facilities Committee***

- There was nothing new to report. The committee will be meeting next month and will report out at the next board meeting.
- Ms. Fregulia asked for members of the board to join the committee if they are interested.

### ***Fundraising Development Committee***

- Ms. Donaldson reported that ASA is \$200k ahead of goal compared to this time last year.
- She also shared that the annual family meetings are being held in February, which will help increase awareness for the annual fund asks.

### ***Technology Committee***

- Dr. Cardenas reported that the Chrome books are in use and have been working very well for the students.
- He also reported that Synergy has had some issues, but are being worked out. There will be more updates and will be shared with the parents in the near future.
- Headway has also been made on the school's paging system. A new system will be installed shortly that will connect all three systems that are currently being used to connect together and function properly.

### ***Compliance Committee***

- Ms. Fregulia reported that the contract agreement with IDA for the use of the parking lot is in the final stages. Information will be shared with families once we are able to gain full access to the lot.

### ***Strategic Planning Committee***

- Ms. Fregulia stated that there will be a strategic planning meeting held on June 11, 2016.

### ***Board Nominating Committee***

- Mr. Novak shared that the committee has met with three candidates and will be meeting with one more in the upcoming weeks.

## **Discussion Items:**

### ***Board Recruiting***

Mr. Novak led a discussion regarding the current needs for the board and the importance of diversity and asked the board to comment on what they feel are important aspects to consider when looking for a new board member.

**Action Items:**

*Approval of Minutes*

Ed Novak moved to approve the minutes from the December 14, 2015 meeting. Paul Blue seconded the motion and it passed unanimously.

**Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Margery Brown and passed unanimously. The meeting adjourned at 6:13 p.m. and moved into executive session.

Minutes reviewed and accepted on this date 2/22/16.

By:  Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 February 22, 2016  
 Meeting Minutes

Attendance:

<b>Dan Schay, President</b>	<b>P</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Margery Brown</b>		<b>Anthony Dietz</b>	<b>A</b>
<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>A</b>	<b>George Justice</b>	<b>P</b>
<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>A</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>P</b>	Monica Anthony, Honorary Arts Faculty		John Snider, Finance Committee Chair	<b>P</b>
Leah Fregulia, Head of School		Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:32 p.m.

**Call to Public**

Mr. Schay made a call to the public. Samantha Williams, potential board member was in attendance.

**Presentation**

Ms. Kolich and students Megan Teramoto (9) and Katie Johnston (9) presented information on the project Freshman for Freshwater.

After reading A Long Walk To Water, the Freshman class decided to sponsor a well in south Sudan(\$15k) in ASA's name. To help raise funds, the students have a bake sale at lunch every Tuesday. They are also researching corporate donors and each member of the Freshman class is responsible for finding one corporation to sponsor by April 1, 2016.

Taylor Upsahl (11), Rachel Rinsema (11), and Hannah Abouchar (11) presented on the Influential Arts program they have established, and how ASA students can make an impact on the community. Grades 9-12 gather and have different events throughout the year and perform and share their talents with underserved populations. The group decides during meetings where to go next. They have already visited a couple of retirement homes, developmentally disabled adults, and have worked with the One Step program closely to share the joy of art.

## **Principals Report**

Ms. Maline shared information presented in this month's report.

## **Committee Reports**

### ***Finance Committee***

- Ms. Strickler shared that the payment to the bondholders have been noted on the balance sheet. All projections are on track.

### ***Facilities Committee***

- Don Keuth shared that the committee met recently and there is not much to report.
- The committee is waiting for results on the HVAC system quality concerns.
- Mr. Keuth also noted that the trees along McDowell will be trimmed within the next few weeks.
- He also shared that traffic flow has improved since ASA has been able to use the IDA parking lot.

### ***Fundraising Development Committee***

- Ms. Donaldson reported that we are \$210k ahead of funding in comparison to last year at this time.
- She also shared that there will be two more "make up" Annual Parent Meetings held on February 29<sup>th</sup> and March 3<sup>rd</sup> in the mornings after drop off.

### ***Technology Committee***

- There was nothing new to report this month.

### ***Compliance Committee***

- There was nothing new to report this month.

### ***Strategic Planning Committee***

- Ms. Fregulia shared that there will be a strategic planning meeting held on May 14, 2016 from 9 am – 2 pm.
- She also noted that the Strategic Planning Committee will meet this Thursday and more information will be shared during the next meeting.

### ***Board Nominating Committee***

- Ed Novak welcomed Samantha Williams from ASU College of Law.
- He also shared that ASA will be filling current board openings by July 1, 2016.
- Mr. Schay shared Paul Blue's letter of resignation from the Board of Directors. (attached)

## **Consent Items:**

- Ms. Fregulia shared that the Mock Trial team won first place in regionals this past weekend and will now be competing for State on March 14, 2016.
- She also shared that Regionals results and that ASA is the most represented school in the strings department.
- Ms. Fregulia congratulated second time Grammy Award winners this year, Dana Bender and Ryan Garrison.
- She also shared that Governor Ducey will be on campus filming on Thursday morning for his Prop123 commercial.
- Ms. Fregulia shared the list of faculty that will be leaving ASA next year. She emphasized that teacher transitions are inevitable as teachers move through different

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Governing Board  
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<b>Don Keuth, Past President</b>	<b>P</b>	<b>Margery Brown</b>		<b>Anthony Dietz</b>	<b>A</b>
<b>Suzanne Dohrer</b>	<b>P</b>	<b>David Garcia</b>	<b>A</b>	<b>George Justice</b>	<b>P</b>
<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>A</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>P</b>	Monica Anthony, Honorary Arts Faculty		John Snider, Finance Committee Chair	<b>P</b>
Leah Fregulia, Head of School		Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Dan Schay, Board President, called the meeting to order at 5:32 p.m.

**Call to Public**

Mr. Schay made a call to the public. Samantha Williams, potential board member was in attendance.

**Presentation**

Ms. Kolich and students Megan Teramoto (9) and Katie Johnston (9) presented information on the project Freshman for Freshwater.

After reading A Long Walk To Water, the Freshman class decided to sponsor a well in south Sudan(\$15k) in ASA's name. To help raise funds, the students have a bake sale at lunch every Tuesday. They are also researching corporate donors and each member of the Freshman class is responsible for finding one corporation to sponsor by April 1, 2016.

Taylor Upsahl (11), Rachel Rinsema (11), and Hannah Abouchar (11) presented on the Influential Arts program they have established, and how ASA students can make an impact on the community. Grades 9-12 gather and have different events throughout the year and perform and share their talents with underserved populations. The group decides during meetings where to go next. They have already visited a couple of retirement homes, developmentally disabled adults, and have worked with the One Step program closely to share the joy of art.



seasons of their life and ASA will continue to carefully recruit and hire the very best faculty available in each field.

- She also shared an update on the proposed 3<sup>rd</sup> Street traffic plans. She will keep everyone updated on the progress as she has more information. The plan would expand usage for bikes, pedestrians, etc. and reduce traffic lanes for cars. ASA safety concerns were considered and will be well taken care of during the planning process.

**Action Items:**

*Approval of Minutes*

Ed Novak moved to approve the minutes from the January 25, 2016 meeting. Don Keuth seconded the motion and it passed unanimously.

*Approval to remove Ryan Taylor from ASA Governing Board*

Don Keuth moved to approve Ryan Taylor from the ASA Governing Board due to his pending move to Minnesota, where he will be the Director of the Minneapolis Opera. Ed Novak seconded the motion and it passed unanimously.

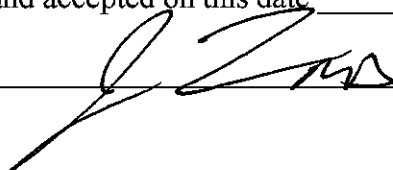
**Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Margery Brown and passed unanimously. The meeting adjourned at 6:00 p.m. and moved into executive session.

Minutes reviewed and accepted on this date

3/28/2016

By:



Board Member

February 11, 2016

Mr. Daniel Schay  
Board Chair  
Arizona School for the Arts  
1410 N 3<sup>rd</sup> Street  
Phoenix, AZ 85004

Dear Mr. Schay:

*Dave*

It is with regret that I write you to inform you that I will be resigning from the board of ASA effective February 12. My work commitments make it difficult for me to fully engage in the board's work. It would be unfair for me to hold space on the board when there are so many important goals to pursue that require robust involvement by board members.

It has been my privilege to work with you, the board, and the staff. The work of the organization is so valuable for not only the students but to the entire central city. ASA is making a big difference in the actual AND perceived quality of life for the urban core of the metropolitan area. I count it a blessing that I was allowed to be a part of the ASA team.

Please know I will remain a strong advocate for education and a fan of ASA.

Best,

*Paul Blue*

Paul Blue

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 March 28, 2016  
 Meeting Minutes

**Attendance:**

<b>Dan Schay, President</b>	<b>A</b>	<b>Ed Novak, Vice President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>
<b>Don Keuth, Past President</b>	<b>P</b>	<b>Margery Brown</b>	<b>P</b>	<b>Anthony Dietz</b>	<b>P</b>
<b>Suzanne Dohrer</b>	<b>A</b>	<b>David Garcia</b>	<b>A</b>	<b>George Justice</b>	<b>A</b>
<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Rochelle Seminerio</b>	<b>P</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>P</b>	Monica Anthony, Honorary Arts Faculty	<b>P</b>	John Snider, Finance Committee Chair	<b>P</b>
Leah Fregulia, Head of School		Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Ed Novak, Board Vice President, called the meeting to order at 5:33 p.m.

**Call to Public**

Mr. Novak made a call to the public. Carlos Contreras and Adriana Figueroa Murrietta, potential board members were in attendance.

Mr. Contreras presented information about STEM projects he has been involved with and how his place on the Board would align with ASA's mission and culture.

Mrs. Figueroa Murrietta introduced herself and shared her background as well.

Grandparent, Ruth Murphy attended the meeting as well. She shared a letter with Board members and Mr. Novak requested that all board members review the letter and that Ms. Fregulia and Ms. Maline have a response prepared for the next board meeting.

**Presentation**

Ms. Maline shared the successes on the proposal for establishing a 5<sup>th</sup> and 6<sup>th</sup> grade Blended Learning Math program.

The One Step Beyond Jam Session – Influential Arts video was also shared during the meeting as a follow up to the presentation given during the February board meeting.

## **Principals Report**

Ms. Maline shared information presented in this month's report. She touched on the professional development model that ASA has been using this year and how successful it has been.

## **Head of School Report**

Ms. Fregulia shared that we have a student that was accepted into MIT and CalTech. This is a first for ASA students.

Mr. Trentacoste shared the mock trial results – ASA placed 4<sup>th</sup> in State this year.

Ms. Fregulia also shared the results of an issue that happened during a recent student field trip (out of state). Policy revisions are being completed for future trips out of state or county.

She also shared a fact sheet from the Charter Schools Association with information regarding Prop123 for the Board to review for general information.

## **Committee Reports**

### ***Finance Committee***

- Mr. Snider shared that there was not a meeting in March and more will be shared next month.

### ***Facilities Committee***

- Don Keuth reported that the trimming of the trees along McDowell Rd. has been completed and some general electrical usage information.
- The committee will be meeting this month and more will be discussed in April.

### ***Fundraising Development Committee***

- Ms. Donaldson reported that ASA is on target to reach its goal and more funding opportunities are expected as the year continues.
- One more push for tax credit will be sent prior to the April 15<sup>th</sup> deadline.

### ***Technology Committee***

- Dr. Cardenas reported that scheduling has been completed in record time given the use of Synergy.
- He also shared that the school messenger system will be tested this month.
- The current technology plan is being reviewed and planning will continue for a July deadline. The committee is also exploring how ASA can incorporate technology in the arts programs.

### ***Compliance Committee***

- There was nothing new to report.

### ***Strategic Planning Committee***

- There was nothing new to report

### ***Board Nominating Committee***

- Mr. Novak shared that Anthony Dietz has agreed to move into the Secretary/Treasurer opening for the 2016-2018 officer slate. He called for any other nominations. There were none.

**Action Items:**

*Approval of Minutes*

Don Keuth moved to approve the minutes from the February 22, 2016 meeting. Anthony Dietz seconded the motion and it passed unanimously.

*Approval of New Members*

Rochelle Seminerio moved to approve the new members John Snider, Carlos Contreras, and Marcia Mintz to a four year term beginning July 1, 2016. Marge Brown seconded the motion and it passed unanimously.

*Approval of Officer Slate 2016-2018*

Don Keuth moved to approve the Officer Slate 2016-2018 – effective July 1, 2016. Marge Brown seconded the motion and it passed unanimously.

- Edward Novak – President
- Javier Cardenas – Vice President
- Anthony Dietz – Secretary/Treasurer
- Dan Schay – Immediate Past President

**Adjournment**

Don Keuth made a motion to adjourn. The motion was seconded by Marge Brown and passed unanimously. The meeting adjourned at 6:26 p.m.

Minutes reviewed and accepted on this date 5/25/16.

By:  Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 April 25, 2016  
 Meeting Minutes

Attendance:

<b>Ed Novak, Acting President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>A</b>	<b>Don Keuth, Past President</b>	<b>A</b>
<b>Margery Brown</b>	<b>P</b>	<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>
<b>David Garcia</b>	<b>A</b>	<b>George Justice</b>	<b>A</b>	<b>Joya Kizer Clarke</b>	<b>A</b>
<b>Rochelle Seminerio</b>	<b>P</b>			Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>P</b>	Monica Anthony, Honorary Arts Faculty	<b>P</b>	John Snider, Finance Committee Chair	<b>P</b>
Leah Fregulia, Head of School	<b>P</b>	Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>A</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Ed Novak, Board Acting President, called the meeting to order at 5:34 p.m.

There was not a quorum so action items were not approved and will be approved during the next meeting.

**Call to Public**

Mr. Novak made a call to the public.

Mr. Novak shared that there will be a special commemoration for Dan Schay during the June 2<sup>nd</sup> Showcase performance. There will also be a committee formed to discuss a more permanent recognition for Mr. Schay.

**Committee Reports**

***Finance Committee***

- Mr. Snider shared information regarding the significant differences for the FY17 budget based on the outcome of the voting on Prop123. Mr. Snider asked that everyone take a look at the budgets over the next month and send any questions or comments to Ms. Strickler. Further discussion will be held at the next board meeting.
- Ms. Fregulia noted that Academic and Arts salaries are currently reflective of final contract amounts for FY2016. An increase has not been applied. The increase will be dependent on the passage of Prop123 and board approval for the new framework and the final State budget.

- Ms. Maline spoke about the faculty matrix and shared future compensation possibilities for both Full-Time and Part-Time Faculty. There was a review of a proposed and optimal compensation framework. Further discussion will be held at the next meeting.

#### ***Facilities Committee***

- Marge Brown shared information about enhanced security for the campus. Under consideration is the addition of a magnetic lock, video on the North gate to buzz in visitors through and potential lock down capabilities.
- Ms. Strickler will share more information regarding the costs associated with these upgrades during the next meeting.

#### ***Fundraising Development Committee***

- Ms. Fregulia shared that we are within range to meet our goal.
- She also shared highlights that were prepared by the Development Office.

#### ***Technology Committee***

- Mr. Dietz shared that the committee will be meeting this month, with a full report during the next meeting.

#### ***Compliance Committee***

- Ms. Fregulia encouraged members to review the Employee Handbook for any revisions before voting for approval during the next board meeting.

#### ***Strategic Planning Committee***

- Mr. Novak discussed the meeting held last week resulting in new strategic vision statement. Information will be shared during the upcoming Strategic Planning Retreat on May 14, 2016.

#### ***Board Nominating Committee***

- There was nothing new to report

#### **Head of School Report**

- Ms. Fregulia summarized the information in her report and asked if anyone had any questions.
- She also reported that ASA received a Silver ranking from the U.S. News Best High Schools. ASA is ranked 9<sup>th</sup> within Arizona, 5<sup>th</sup> in the County, and 737 in National Charter Rank.

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 May 23, 2016  
 Meeting Minutes

**Attendance:**

<b>Ed Novak, Acting President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>	<b>Don Keuth, Past President</b>	<b>A</b>
<b>Margery Brown</b>	<b>A</b>	<b>Anthony Dietz</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>
<b>Rochelle Seminerio</b>	<b>P</b>			Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>P</b>	Monica Anthony, Honorary Arts Faculty	<b>P</b>	John Snider, Finance Committee Chair	<b>P</b>
Leah Fregulia, Head of School	<b>P</b>	Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Ed Novak, Board Acting President, called the meeting to order at 5:30 p.m.

**Call to Public**

Mr. Novak made a call to the public. There were no public members present.

**Presentation**

ASA Ambassadors, Zack Torres (11), Emilee Thielen (11), Halle Nelson (12), and Kelly Dorney (12) shared their individual ASA stories with board members. Kelly Dorney, ASA Ambassador of the Year, shared her personal story of how the ASA community and culture affected her schooling and made a positive impact on her future goals.

Liz Kuhl, College Counselor, shared updated information about the ASA College Counseling Program. She also reviewed the results for the Class of 2016.

**Principal's Report**

Ms. Maline reviewed the information presented in this month's report. She also reviewed the current employment openings for faculty and what positions have been filled for the upcoming school year.



David Garcia shared the results of the 2015/16 survey. Mr. Garcia noted that there was a better student response this year than in previous years. Results will be shared after all information has been reviewed.

### **Committee Reports**

#### ***Finance Committee***

- Mr. Snider shared information in the regular monthly reports. All target goals have been met and are stronger than budgeted.
- Mr. Snider reviewed the use of cash in excess of expenditures to be by the Board.
- He also reviewed the proposed budget for FY17 with the passing of Prop123, to be approved in June.

#### ***Facilities Committee***

- Ms. Strickler proposed campus security upgrades. The gate will be equipped with a security camera and visitors will be buzzed onto campus. The plan also includes installing automatic magnetic locks on the doors in Main to be operated by the front office and used in a lock down situation.

#### ***Fundraising Development Committee***

- Ms. Donaldson shared that ASA has exceeded the fundraising goal this year.
- ASA has also received an additional \$20,000 in private donations in the last week.

#### ***Strategic Planning Committee***

- David Garcia thanked members for attending the Strategic Planning session.
- He and Ms. Fregulia are reviewing the notes from the session and will have more information next month, including the end of year report from 2013-2016 Strategic Plan.

#### ***Technology Committee***

- Dr. Cardenas shared that the committee has a few key items that will be the focus for the upcoming school year.
- Mr. Dietz reviewed the next generation science standards in comparison to what ASA's needs are. The committee will share more information after strategic planning and technology goals have been defined.

#### ***Compliance Committee***

- The first presentation of the community handbook was discussed, there are new additions and Ms. Fregulia highlighted the changes regarding the graduation requirements and the addition for the student grievances process.
- Ms. Fregulia also noted that the tardy policy has been adjusted along with school field trip guideline updates. There was also some discussion around the dress code policy and gender bathroom considerations, based upon recent Federal requirements. The committee will be discussing in further detail and will report back to the Board during the next meeting.
- Ms. Dohrer reviewed the changes with the Employee Handbook for the 2016/17 school year for Board approval.

***Board Nominating Committee***

- There was nothing new to report

**Action Items**

*Approval of Minutes*

Javier Cardenas moved to approve the minutes from the March 28, 2016 meeting. Rochelle Seminerio seconded the motion and it passed unanimously.

*Approval of New Members*

Anthony Dietz moved to approve new member Adriana Figueroa Murrietta. Rochelle Seminerio seconded the motion and it passed unanimously.

Suzanne Dohrer moved to approve Elizabeth Beatty (Honorary Faculty Board Member). Rochelle Seminerio seconded the motion and it passed unanimously.

*Approval of FY2016/17 Employee Handbook*

Suzanne Dohrer moved to approve the FY2016/17 Employee Handbook. Javier Cardenas seconded the motion and it passed unanimously.

*Approval of FY2017 Compensation Framework Plan*

Rochelle Seminerio moved to approve the FY2017 Compensation Framework Plan. Anthony Dietz seconded the motion and it passed unanimously.

*Approval of additional expenditures dependent upon receipt of funds (Prop123)*

Javier Cardenas moved to approve the additional expenditures for faculty bonuses in FY16 dependent upon receipt of funds (Prop123). Rochelle Seminerio seconded the motion and it passed unanimously.

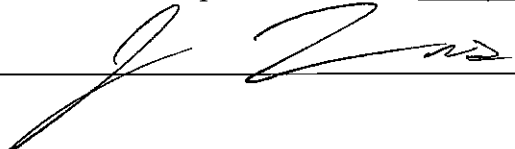
*Approval of additional capital expenditures from excess revenues*

Rochelle Seminerio moved to approve the additional capital expenditures from excess revenues as presented. Javier Cardenas seconded the motion and it passed unanimously.

**Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Javier Cardenas and passed unanimously. The meeting adjourned at 6:49 p.m.

Minutes reviewed and accepted on this date June 27, 2016.

By:  Board Member

Arizona School for the Arts  
 1410 N. 3<sup>rd</sup> Street, Room 133  
 Phoenix, AZ 85004

Governing Board  
 June 27, 2016  
 Meeting Minutes

Attendance:

<b>Ed Novak, Acting President</b>	<b>P</b>	<b>Javier Cardenas, Sec/Tres</b>	<b>P</b>	<b>Don Keuth, Past President</b>	<b>P</b>
<b>Margery Brown</b>	<b>A</b>	<b>Anthony Dietz</b>	<b>A</b>	<b>Suzanne Dohrer</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	<b>George Justice</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>P</b>
<b>Rochelle Seminerio</b>	<b>P</b>			Kelsey Wolf-Donnay, Honorary Alumni Member	<b>P</b>
Peter Trentacoste, Honorary Academic Faculty	<b>A</b>	Monica Anthony, Honorary Arts Faculty	<b>P</b>	John Snider, Finance Committee Chair	<b>A</b>
Leah Fregulia, Head of School	<b>P</b>	Sara Maline, Principal	<b>P</b>	Marion Donaldson, Development Director	<b>P</b>
Beth Strickler, Director of Operations and Finance	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>P</b>		

**Call to Order**

Ed Novak, Board Acting President, called the meeting to order at 5:31 p.m.

Board members David Garcia, Rochelle Seminerio, and Joya Kizer-Clarke were present via phone.

**Call to Public**

Mr. Novak made a call to the public. There were no public members present.

**Principal's Report**

Ms. Maline reviewed the information presented in this month's report.

**Committee Reports**

***Finance Committee***

- Beth Strickler shared information in the regular monthly reports. All target goals have been met and are stronger than budgeted.
- Ms. Fregulia shared that the first check has been received from the State and we are hoping to get the next check by June 30<sup>th</sup>.
- The Board also agreed to hold a phone call for final budget approval which will occur on July 11, 2016.

### ***Facilities Committee***

- Ms. Strickler shared that all of the new equipment is working beautifully and Facilities has begun waxing the floors.
- She also reported that the security gate will be installed during the summer break.

### ***Fundraising Development Committee***

- Ms. Donaldson shared that ASA has exceeded the fundraising goal this year ending at just over \$990,000 raised with a goal of \$800,000.
- She also noted that \$40,000 was raised during Showcase which included over \$5,000 in merchandise sales, which is the highest in sales to date.

### ***Strategic Planning Committee***

- Mr. Garcia will report more in August during our extended board meeting being held on August 22<sup>nd</sup> from 5:30 – 8:30p.
- Leah Fregulia added that the committee will be meeting prior to the August 22 meeting.

### ***Technology Committee***

- Dr. Cardenas asked if everyone had a chance to read through the plan and offered to answer any questions before voting for approval.

### ***Compliance Committee***

- Ms. Dohrer shared that the handbook(s) had been revised in accordance to the Arizona Department of Education and streamlined for accuracy.
- Mr. Novak suggested adding clearer verbiage regarding school related activities and student misconduct. The Board agreed to add the following to the handbook - Only consensual short hugs and hand holding are permissible on campus or at school events.

### ***Board Nominating Committee***

- There was nothing new to report

### **Consent Items**

#### ***Head of School report***

Ms. Fregulia shared information from the Head of School report and asked for any questions. She also noted projected costs with the passing of Prop123.

#### ***Principal's Report***

Ms. Maline shared satisfaction results for the survey given in May 2016.

She also shared the AZMerit results for 2016. She noted that the decrease in the amount of students passing is as a result of introducing new curriculum and the blended classroom. She also noted that the bridge program will be extended next year.

**Action Items**

*Approval of Minutes*

George Justice moved to approve the minutes from the May 23, 2016 meeting. Javier Cardenas seconded the motion and it passed unanimously.

*Approval of FY2016/17 Community Handbook*

Don Keuth moved to approve the FY2016/17 Community Handbook. Javier Cardenas seconded the motion and it passed unanimously.

*Approval of FY2016/17 Technology Plan*

Don Keuth moved to approve the FY2016/17 Technology Plan. George Justice seconded the motion and it passed unanimously.

*Approval of FY17 Budget Draft*

George Justice moved to approve the FY17 Budget Draft. Don Keuth seconded the motion and it passed unanimously.

*Approval of Head of School Compensation discussed during executive session*

**Adjournment**

Don Keuth made a motion to adjourn and move to executive session. The motion was seconded by Suanne Dohrer and passed unanimously. The meeting adjourned at 6:15 p.m. and moved into Executive Session.

Minutes reviewed and accepted on this date 5/22/16.

By:  Board Member

<i>Present: (voting members in bold)</i>					
<b>Ed Novak, President</b>	<b>P</b>	<b>Javier Cardenas, Vice President</b>	<b>P</b>	<b>Anthony Dietz, Sec/Treas</b>	<b>P</b>
<b>Margery Brown</b>	<b>A</b>	<b>Carlos Contreras</b>	<b>P</b>	<b>Suzanne Dohrer</b>	<b>P</b>
<b>Adriana Figueroa Murrietta</b>	<b>A</b>	<b>David Garcia</b>	<b>P</b>	<b>George Justice</b>	<b>A</b>
<b>Don Keuth</b>	<b>A</b>	<b>Joya Kizer Clarke</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>A</b>
<b>Rochelle Seminerio</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	Kelsey Wolf-Donnay, Honorary Alumni Member	<b>A</b>
Monica Anthony, Honorary Arts Faculty	<b>A</b>	Liz Beatty, Honorary Academic Faculty	<b>P</b>		
Leah Fregulia, Head of School	<b>A</b>	Sara Maline, Principal	<b>A</b>	Marion Donaldson, Development Director	<b>A</b>
Beth Strickler, Operations, Finance and Technology	<b>P</b>	Stacy Chatham, Executive Assistant and Community Liaison	<b>A</b>		
<b>Our Mission:</b> ASA inspires creative thinkers and leaders by providing an innovative academic program of college preparation informed by immersion in the performing arts.					

Call to Order

Ed Novak, Board President, called the meeting to order at 5:00 p.m.

Call to the Public

None

Action Items:

*Approval of FY2017 Adopted Budget*

In a telephone conference call, the Arizona School for the Arts Board of Directors approved the ASA budget for Fiscal Year 2017. This is the budget as presented and acknowledged at our June meeting.

Javier Cardenas made a motion to approve the 2016-17 Charter School Adopted Annual Budget. Rochelle Seminerio seconded the motion and it was passed unanimously by roll call.

Adjournment:

Ed Novak made a motion to adjourn. The motion was seconded by Rochelle Seminerio and passed unanimously. The phone call adjourned at 5:03 p.m.

Minutes reviewed and accepted on this date 8/22/16.

By:  Board Member.