

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> Street, Room B104  
Phoenix, AZ 85004  
Meeting Minutes

Governing Board  
August 26, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>A</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
Eden Lewkowitz, Honorary Academic Faculty	P	Emma Popish, Honorary Alumni Member	P	Dana Bender, Honorary Arts Faculty	P
Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	A	Drew Maxwell, Operations Director	P
Desiree Johnson, Business Director	P	Sara Maline Bohn, Principal	P	Elizabeth Clark, Vice Principal	A
Tiffany Kell, Executive Assistant	P				

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 5:30pm.

### **Call to Public**

Javier Cárdenas made a call to the public. Karen Lugosi was present.

### **Presentations**

Kim Brown, 11<sup>th</sup> grade History teacher and Inclusivity team member, gave an overview of the past projects and future goals of the school Inclusivity Team. The Diversity and Inclusivity team are working to educate and bring awareness to all students and faculty as the gap between cultural perspectives is bridged. They further seek to engage the students, faculty and community in reflective events. In addition to last year's key events the team will be working to create broader collaboration through professional learning communities, student club collaboration and several new events such as the Indigenous Peoples' Museum and a TedX event in the spring.

Board President, Javier Cárdenas, asked where does equity play a role. Ms. Kim Brown stated that it is especially present in the curriculum as the goal is to engage all students in something that everyone has access to.

Alyssa Crockett presented on her findings for the readiness assessment. The information gathered is from numerous stakeholders that include students, faculty, alumni, past and current parents, Board members and community members. Key findings indicate that for those that know about ASA it is highly regarded however, there are organizations that do not know about ASA as well. Further findings suggest that building parent and alumni connectivity would benefit the school as well as continuing to develop a place of giving. The model of a youth arts campus garnered the most excitement from stakeholders as the downtown area lacks a youth arts space currently.

She also clarified that in her experience a capital campaign did not negatively impact the Annual fund.

Tony Dietz inquired as to when the decision to move forward needed to be made by.

Head of School, Leah Fregulia, responded that the project design is done in such a way that there are wins along the way and that the pieces of the project are based on community appeal such as the youth arts performance space and parking.

Betty Hum asked how will this information be made known to the public especially to those who do not yet know about ASA.

Alyssa Crockett responded that her recommendation is that the Board and school leadership identifying champions in the community that take it forward to the public and developers in the greater community.

David Garcia inquired if the goal was a youth arts center on ASA's campus or if it was designed to be ASA's Arts Center.

Leah Fregulia clarified that the youth arts campus model has already begun blossoming at ASA and the goal is to expand to other Boards to see what can be done in collaboration. This process of building partnerships around this model has been occurring over numerous years.

Board President, Javier Cárdenas, stated that by the next meeting a decision would need to be reached on this matter.

Alex Laing inquired as to what the risks of not doing this project are, if any.

Leah Fregulia responded that people are looking to ASA to meet this need in the downtown area. There could be a loss of opportunity especially with the community partners that have already come alongside the project.

Ed Novak stated that the community based effort on this project needs to be made clear.

Javier Cárdenas clarified that the next steps included reviewing the questions that remain, reviewing the list of collaborators and answering the question as to whether the ASA Board of Directors is willing to be the lead organization on this project.

John Snider, Chairman of the Finance Committee, presented on behalf of the Finance Committee. He reviewed the infographic on how Arizona public schools are funded. As in the past the biggest piece of the base amount that ASA receives is from core funding and propositions/voter initiatives. Next he reviewed the budget vs. actual unaudited monthly forecast. He highlighted the additions to the document to help monitor the new bond covenants. He clarified that beginning next month there would also be a line added to show the total cash balance per month.

David Garcia asked what the student count capacity is for this school year.

Leah Fregulia clarified it is 860 students.

Finally, John Snider reviewed the budget breakdown for FY2020. He highlighted that 2 areas have changed. The first is that the bond expense area is now down from 19% to 16% due to last year's refinance. Secondly the administration salary adjusted slightly as personnel was moved into this category and capacity was built in the Business Office.

Board President, Javier Cárdenas, reiterated that the Board priority for this school year would again be fundraising. He highlighted the Board's fiduciary duties and fiscal responsibilities to the organization as being of utmost importance for this year as well.

### **Action Items**

*Ratification of Executive Committee's resolution to terminate 403b plans*

Ed Novak moved to approve the Ratification of Executive Committee's resolution to terminate 403b plans.

Carlos Contreras seconded the motion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen and Garcia voting in favor).

*Approval of Out of County, State Travel for School Year 2019-2020*

Alex Laing moved to approve the Out of County, State Travel for School Year 2019-2020. Carlos Contreras seconded the motion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen and Garcia voting in favor).

*Approval of minutes June 24, 2019*

Betty Hum moved to approve the minutes for June 24, 2019. Ed Novak seconded the motion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen and Garcia voting in favor).

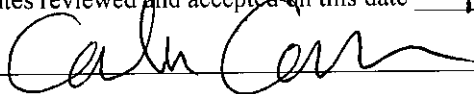
*Approval of minutes July 5, 2019*

Carlos Contreras moved to approve the minutes for July 5, 2019. Ed Novak seconded the motion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen and Garcia voting in favor).

**Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Carlos Contreras and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen and Garcia voting in favor). The meeting adjourned at 7:06pm.

Minutes reviewed and accepted on this date 9/30/2019.

By:  Board Member

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> Street, Room B104  
Phoenix, AZ 85004  
Meeting Minutes

Governing Board  
September 30, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>P</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
Eden Lewkowitz, Honorary Academic Faculty	A	Emma Popish, Honorary Alumni Member	A	Dana Bender, Honorary Arts Faculty	A
Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P	Desiree Johnson, Business Director	A
Sara Maline Bohn, Principal	A	Tiffany Kell, Executive Assistant	P		

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 5:10pm.

### **Call to Public**

Javier Cárdenas made a call to the public. Allison Otu was present as a prospective Board member. Alyssa Crockett was present as a contracted consultant for ASA's feasibility study.

### **Presentations**

The Mission Moments Presentation was given by senior Gabrielle Almeter and co-faculty advisor Madame Rebecca Kendall for the Foreign Language Honors Societies - La Sociedad Honoraria Hispanica and La Société Honoraire de Français. Gabrielle highlighted that the application process is open to all students and all members of the society participate in 3 community service projects annually. This year there are 34 members of both societies. Also in recognition of cultural awareness they host a World Heritage Potluck where all ASA students and families are welcome to attend.

Tony Dietz encouraged everyone to attend this event.

### **Discussion Items**

Board President, Javier Cárdenas, presented on behalf of the Resource Development Committee about Fundraising. He began by re-emphasizing that ASA is entering its 25th year and the kick off celebration for this will be at the 2020 Showcase. The culminating event for the 25<sup>th</sup> Anniversary celebration will then be the 2021 Showcase. He shared that in order to have the thank you celebration prior to Showcase sponsorship is needed.

In other preparations for the 25<sup>th</sup> Anniversary celebrations the Resource Development Committee would like to invite past Board members to attend the Annual Board Holiday Meeting.

He further highlighted that last year several Board members spoke at some select performance. He asked the Board to please sign up for speaking at performances again this school year. He clarified that the cost for the arts is over \$2 million per school year and thus the ask of \$2,000 per student is vital to the upkeep of the arts programs. Any opportunity to make an ask is critical for the Board to assist the Development Department in reaching this amount. The goal for the Board would be to exceed last year's amount raised.

Past President, Ed Novak, inquired what the overall proposed percentage increase was for the amount raised.

Javier Cárdenas stated 10-20% more would be the range of growth that would be ideal. He asked if a goal of \$100,000 was a realistic goal. Last year the Board raised \$84,000 in total with their networks thus this year that would be stretching by \$16,000 to have the Board raise 10% of the Annual goal.

Ed Novak stated that a request for 100% participation from the parents/guardians of ASA would also be beneficial for the Board to encourage.

Development & Marketing Director, Marion Donaldson, inquired if this 100% included the 16% that are FRL.

Ed Novak stated yes, that giving of their time rather than money would be an excellent option. Thus, some form of contribution from all would be given towards this goal as well.

Vice President, Tony Dietz agreed with this idea and stated that every dollar or volunteer hour helps.

Marcia Mintz agreed that the idea of 100% participation towards a goal of \$100,000 sounded inviting and growth driven.

Head of School/CEO, Leah Fregulia stated that it was a substantial goal and reminding others, including parents/guardians, of how the Board has increased their donations every year and inviting others to come alongside the Board in this goal would be key.

Marion Donaldson stated that currently 52% of families have pledged towards the Annual fund and tax credit.

John Snider would like to see a month to month report on the pledges and yields from Development Department. This can then show how much we are short or ahead each month so that the full Board can be aware of the amounts.

Marion Donaldson presented the challenges in families giving and life changes that might occur. Last year for example, the pledges did not come through and left ASA about 10% short.

Javier Cárdenas stated that the funds do not come in at nice even times but by monitoring the pledges on a more regular basis is ideal to be able to make adjustments earlier on. This is the work of the Resource Development Committee.

Kevin Allen asked if more people are doing installment payments this year than in previous years.

Marion Donaldson clarified that yes, there are 20 more monthly this year than in years past.

Ed Novak stated that one page of materials each month could then maybe help gauge some of the school's expenses based on this information.

John Snider responded that this is not a budget expenditure issue, YTD and expenditures are reviewed in Finance Committee each month, but the gap is what needs to be looked at more thoroughly. He proposed that a monthly report on this would help to raise the level of recognition and thus they would be able to fill the gap sooner rather than later because it would be known. He further stated that it is the Board's duty to step up as Board members to help fill this gap.

Betty Hum asked if the handwritten notes from the Board help.

Marion Donaldson stated that she believes they do and that people enjoy hearing from various ASA Board members and student voices in expressing their gratitude.

Javier Cárdenas showed pictures of Cross Country and honored Coach Tony Dietz for his contribution to bringing sports to ASA. He further highlighted how several years ago many students left the school due to no sports at ASA. When Cross Country was formed originally it was very small and now there are 40 plus members on the team. The boys team placed 2nd this past week and both the girls and boy's teams regularly place at the meets. Tony Dietz's contribution is not just limited to athletics it also includes Robotics among many other things. Thank you Tony for your contributions.

Recognition was also made for the Chamber Orchestra and Symphony Orchestra students that attended ABODA Strings Festival both groups were awarded Superior with Distinction awards, the highest honor you can receive.

Next Head of School/CEO Leah Fregulia was recognized for her recent award of the 2019 Leaders of the Year in Arts and Culture Award. Thank you Leah for your contribution as a leader not only of ASA but also in the community at large.

Javier Cárdenas introduced the presentation to restate and gain Board support for the Youth Arts Campus. The history of ASA's discussions and decisions regarding growth, replication and the youth arts campus in detailed in the PowerPoint, included in the official materials.

One essential point, is that ASA has not replicated or added additional grades for significant financial reasons. John Snider explained that there was a building on the block available to ASA but it would have needed to be re-designed and rebuilt in order to be usable. Also, the other issue was that as a small school, based on student count, the state funding is more because there are certain weights that the state gives more money per student to these small schools. Thus, by adding an Elementary school ASA would go over the small school threshold and funding would be reduced. This loss in funding dollars would then have to be generated by ASA and so it did not seem fiscally prudent to expand in this way.

Leah Fregulia then presented on the current status of ASA. ASA has made many strategic growth steps over the years especially on the number of students that are impacted and served at ASA. The goal is to use the campus to its best advantage. During her Fellowship she got to see first-hand how that opening up a campus to the greater community is the national model for several successful arts programs. ASA over the years has made a name for itself and is imbedded in the downtown community. Details of community and city partners as well as current, past and future arts partners is included in the PowerPoint included in these minutes.

Betty Hum asked to clarify as it sounded like there are 2 different ways to use the space. One way was the actual space in a building and the use of it, and the second is as rental space.

Leah Fregulia clarified that the use of collaborative spaces and including community practitioners, in a synergistic way, would allow for artist residence to use the space, periodic rentals and or users of the space and community performances could all happen after ASA school hours. There are already prospective partners that really need the space and ASA already has a relationship with them.

Allison Otu asked if renters needed to stay within the Mission of ASA.

Leah Fregulia confirmed that Mission alignment was indeed important.

Marcia Mintz highlighted that the list of partners is a culmination of the 15-20 years of ASA's partnerships. She further stated that she does not know another Charter school that has anywhere near this number of community partnerships or connections.

Out of 181 days of a school year there are roughly 166 performances annually.

Betty Hum asked how many of the 166 performances were after school.

Leah Fregulia stated that about 150 of them and if ASA had the space it could be redesigned so that the space could be used during the school day and this would alleviate the high number of performances outside of school hours.

Marcia Mintz also thanked Leah for her strong leadership as Head of School and drew attention to her recognition as a leader in the community as well. Athena Award, Piper Fellowship, Arts and Culture Leader award.

Javier Cárdenas shared about the Lodestar survey for non-profit centers and the benefit of collaboration especially in the arts. For anyone who would like to read the full survey Resource: 2011 Lodestar and Kresge funded: Measuring Collaboration: The Benefits and Impacts of Non-Profit Centers.

Next Steps: Board decides is this best for ASA and does it make sense for ASA to lead it?

Then reconvene partners to structure coalition. Revisit design if needed. Create the Business and Funding Plan for Phase I and Phase II of campaign. Multiple options are available as to the structure of the Youth Arts Campus including ASA Education Foundation could be the managing agency or managing partner, the Foundation could own the PAC and joint use facilities and lease it to the various entities (Owner/Landlord), or a separate 501(c)3 umbrella organization with all partners could be created.

Javier Cárdenas asked if this was a shared vision of the Board.

Marcia Mintz stated that she could not imagine ASA not being in the lead for this project. The logistics will evolve depending on who is at the table. From a legacy/ growth standpoint this is an amazing opportunity for all including ASA.

Betty Hum agreed with Marcia Mintz that this is a critical point and how the governance piece is structured cannot just evolve it needs to be strategically planned. She inquired if this project was within the mission of the ASA Education Foundation or who would manage the additional 501(c)3 would the school or the Foundation.

Ed Novak recommended that having some structure going into it was prudent but that including the partners in the creation of the structure was also critical.

Marcia Mintz agreed.

Javier Cárdenas asked if there was anyone that did not buy into the mission of the Youth Arts Campus.

Betty Hum asked how much of the space would be available to partners if ASA needed the space for 166 performances.

Leah Fregulia stated that community performances would still occur for ASA, but many could actually be included within school hours allowing students to see their peers perform. ASA would not be using the space 181 days of the school year.

David Garcia stated that this opportunity makes a lot of sense for ASA and that the vision needs to be clear from the start. He further stated that it made sense for ASA to be the lead on this project.

## **Action Items**

### *Approval of minutes August 26, 2019*

Ed Novak moved to approve the minutes for August 26, 2019. John Snider seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

### *Approval of resignation for Jason Schupbach from the Board of Directors*

Ed Novak moved to approve the resignation for Jason Schupbach from the Board of Directors. John Snider seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

### *Approval of resignation for Joya Kizer Clarke from the Board of Directors*

Marcia Mintz moved to approve the resignation for Joya Kizer Clarke from the Board of Directors. Carlos Contreras seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

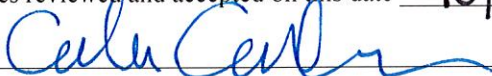
### *Approval of the Board of Directors moving forward with the ASA vision with the Youth Arts Campus*

Ed Novak moved to approve the Board of Directors moving forward with the ASA vision with the Youth Arts Campus. Carlos Contreras seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

## **Adjournment**

Carlos Contreras made a motion to adjourn. The motion was seconded by David Garcia and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor). The meeting adjourned at 6:22pm.

Minutes reviewed and accepted on this date 10/28/2019.

By:  Board Member



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

Governing Board  
October 14, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>P</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
Eden Lewkowitz, Honorary Academic Faculty	A	Emma Popish, Honorary Alumni Member	A	Dana Bender, Honorary Arts Faculty	A
Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	A	Desiree Johnson, Business Director	P
Tiffany Kell, Executive Assistant	P	Sara Maline Bohn, Principal	A		

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 8:35am.

### **Call to Public**

Javier Cárdenas made a call to the public. No public present.

### **Discussion Items**

Board President, Javier Cárdenas, asked if anyone had any questions in regards to the Annual Financial Report draft.

Kevin Allen stated that after review all looked to be in good order.

Finance Committee Chair, John Snider, agreed with Kevin Allen.

Business Director, Desiree Johnson, stated that there were no findings reported for this audit.

Ed Novak clarified that this is a full audit.

Desiree Johnson confirmed that it is a full audit.

### **Action Items**

#### *Approval of FY2019 Annual Financial Report*

Marcia Mintz moved to approve the FY2019 Annual Financial Report. Betty Hum seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

## Adjournment

Marcia Mintz made a motion to adjourn. The motion was seconded by Kevin Allen and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor). The meeting adjourned at 8:40am.

Minutes reviewed and accepted on this date 10/28/2019.

By: Carla Carr Board Member

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> Street, Room B104  
Phoenix, AZ 85004  
Meeting Minutes

Governing Board  
October 28, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>A</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>A</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>A</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
Eden Lewkowicz, Honorary Academic Faculty	P	Emma Popish, Honorary Alumni Member	P	Dana Bender, Honorary Arts Faculty	P
Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P	Sara Maline Bohn, Principal	P
Tiffany Kell, Executive Assistant	P				

### **Call to Order**

Tony Dietz, Board Vice President, called the meeting to order at 5:32pm.

### **Presentations**

The Mission Moments Presentation was given by senior Tyler Rountree and sophomore Julia Rivas. The faculty advisor for the ASA Social Media club is Mr. Ricky Livoni. The purpose of this club is to continue the presence of ASA Culture through social media outlets. It is a way for students to further engage with other students, parents and faculty through DMs and posts. The additional benefits of using social media platforms is that it serves as a way to document much of the fantastic events that ASA is involved in and ultimately is a time capsule of ASA over the years.

A few of the community impacts that they highlighted included the student spotlight, the teacher spotlight and the daily life of an ASA student as well as #ASAactivism which highlights how ASA students are engaging in community activism throughout the valley.

Principal, Sara Maline, stated that administration often receives e-mails and feedback of appreciation as to how inclusive the social media is for ASA. She and the Head of School, Leah Fregulia, wanted to recognize the Social Media team for all of their time on making sure to include all and how this club helps to expand the reach of ASA to all.

### **Call to Public**

Tony Dietz made a call to the public. Community members present included: Patrick Vance, Jennifer Gray, Dan Arends, Adam Rideau, Sabrina Rideau and Christine Davis. Also in attendance was prospective Board member Ed Finn. Mr. Finn is the Associate Professor, School of Arts, Media + Engineering Associate Professor, Department of English Affiliate Faculty: School for the Future of Innovation in Society; Consortium for Science, Policy & Outcomes.

ASA Parent, Jennifer Gray, gave a call to public presentation on campus safety. She stated that she would like to work with Administration and the Board to continue the commitment to ASA and the mission of providing students

with a rigorous academic and performance arts education that everyone is personally invested in while also providing the social and emotional support the children need in this learning environment. She requested that the Board of Directors take under consideration her formal requests for action and review the case presented more in depth as well as evaluate the current policy on Bullying, Hazing and Harassment, and No Tolerance from the ASA Community Handbook. She further requested the Board and Administrators evaluate the campus supports needed to ensure student safety on ASA campus. Finally, she requested the school to address the requirements of AZ HB2119 which take effect 1/1/2020.

## **Discussion Items**

Vice President, Tony Dietz thanked Board member David Garcia for his curtain speech at the 5/6<sup>th</sup> grade Choir concert. He highlighted that David's speech showcased what a world without ASA would be like and then included his daughters to show what ASA truly does bring to the world.

Principal, Sara Maline, presented the data collected from the late start surveys that were sent out last school year. She began by thanking parent, Christine Davis, for the research articles that she contributed and also acknowledged that numerous families emailed her follow up information after taking the survey. The total number of families that responded to the survey was 381. For full information please see attached presentation.

John Snider asked if a differentiation was made between Middle School and High School families responses.

Sara Maline stated that the parents were asked to answer the survey based on their youngest student at ASA.

Past President, Ed Novak asked in the faculty survey if a difference was noticed between Academic faculty and Arts faculty.

Sara Maline confirmed a slight difference was noticed. She clarified that in order for Arts faculty to remain professionals in their areas they need to have time to do events and gigs in the afternoons and evenings.

In regards to the first choice for families and faculty that participated in this survey the majority both selected the option to keep start/stop time the same. Families (38.3%) and Faculty (48.8%).

Principal, Sara Maline ended by stating that the survey was beneficial in gathering information and helps to bring light to what the school can impact and control for the students in regards to sleep, well being and downtime within the day.

Tony Dietz inquired how many faculty participated in the survey.

Sara Maline stated that she will get that number for the Board.

Carlos Contreras asked if there were parents that communicated that any shift in the start/stop time would not work for them.

Sara Maline stated that yes, that had been expressed a bit and parents at the Town Hall last year were curious to know if this shift was just being considered or if it was definitely going to occur. She further stated that at the Town Hall meeting on 10/29/2019 that she would also be sharing these findings with the parents present.

Tony Dietz further inquired if there were intermediary steps that could be taken without changing the start/end time that could help address some of the concerns that impact student well being.

Sara Maline stated that a grant has been submitted to obtain a full-time counselor for more student support as the shift in the last 5-8 years has been that student needs are generally increasing. Thus, the focus becomes how to support the whole person rather than just the student and what is it that the school can do to stay mission focused and help the whole person fully as well.

ASA parent, Christine Davis, stated that as the Administration and the Board continue to explore this topic perhaps they could gather the opinions of the students as well even if it were just the outgoing seniors that were surveyed for their feedback. She also stated that perhaps if a late start time did occur that instead of also ending later that a few minutes could be reduced from each class throughout the day so that the start time would remain the same. She is hopeful that something can be done in the State of Arizona before the state has to mandate laws like California just did for their school's start times.

Sara Maline stated that surveying the students was considered but as the students, for the most part, do not create their own schedules, it was tabled for now.

Finance Committee Chair, John Snider, stated that the FY2019 Audit met all metrics, stayed within the budget and it was a clean audit. He asked if anyone had any questions in regards to it.

None were presented.

John Snider also stated that currently ASA is a bit ahead of budget on the revenue side as there are 14 additional students above the projected student count for the school year and the State is now, as of the September payment, reflects the actual student count.

Carlos Contreras inquired what the current debt to income ratio is for the new bonds.

John Snider clarified that the ratio is 1.1 and the goal is to operate near it so that the funds can be invested in the students rather than holding it.

Head of School, Leah Fregulia clarified that currently the debt to income ratio is 1.15 which gives a generous amount above the required 1.1.

Next the bios for prospective Board members Allison Otu and Karen Lugosi were highlighted. Allison Otu is the Executive Director of Corporate & Community Relations for the University of Arizona Health Sciences Office of Communications. She is also a highly involved community member with Phoenix Community Alliance and would be a non-parent member of the ASA Board of Directors. Karen Lugosi is a trial lawyer that specializes in medical malpractice and has held a number of prestigious community positions throughout the valley. Karen has also agreed to be a part of the ASA parent engagement council, has hosted salons and has been championing parent involvement as an ASA parent for years.

Development and Marketing Director, Marion Donaldson, shared that more efforts are being put forth by the Development Department to close the gap between family pledges and actual gifts received. She clarified how vital the role of the Board is in this process of activating families to give to the Annual fund through their networking, personal asks and curtain speeches at key events.

She further highlighted the importance of the Board making peer to peer awareness of the goal/needs and recognized how greatly she appreciated the Board coming alongside the Development team in this process. She stated that there

is continual reflection on how this process of encouraging families to give can be improved for all. She ended by stating that Board President, Javier Cárdenas, will be providing the next current speech at the 11/4/2019 Dance Department performance.

Head of School, Leah Fregulia, stated that the Development department has been very diligent about communicating to families how beneficial the monthly donation is to the school and thanked them for their continued efforts to obtain this goal.

## **Action Items**

### *Approval of minutes September 30, 2019*

John Snider moved to approve the minutes for September 30, 2019. Ed Novak seconded the motion. No further discussion and it passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor).

### *Approval of minutes October 14, 2019*

Carlos Contreras moved to approve the minutes for October 14, 2019. Betty Hum seconded the motion. No further discussion and it passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor).

### *Approval of Allison Otu to the Arizona School for the Arts Board of Directors*

John Snider moved to approve Allison Otu to the Arizona School for the Arts Board of Directors. Ed Novak seconded the motion. No further discussion and it passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor).

### *Approval of Karen Lugosi to the Arizona School for the Arts Board of Directors*

Betty Hum moved to approve Karen Lugosi to the Arizona School for the Arts Board of Directors. Carlos Contreras seconded the motion. No further discussion and it passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor).

### *Approval of FY2019 Audit*

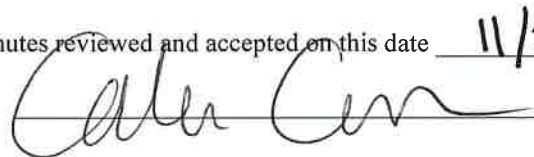
Kevin Allen moved to approve the FY2019 Audit. John Snider seconded the motion. No further discussion and it passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor).

## **Adjournment**

Carlos Contreras made a motion to adjourn. The motion was seconded by Betty Hum and passed unanimously. (Dietz, Contreras, Novak, Snider, Hum, Allen, and Garcia voting in favor). The meeting adjourned at 6:38pm.

Minutes reviewed and accepted on this date 11/25/2019.

By:



Board Member

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> Street, Room B104  
Phoenix, AZ 85004  
Meeting Minutes

Governing Board  
November 25, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>A</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>A</b>
Eden Lewkowitz, Honorary Academic Faculty	P	Emma Popish, Honorary Alumni Member	P	Dana Bender, Honorary Arts Faculty	P
Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P	Sara Maline Bohn, Principal	P
Tiffany Kell, Executive Assistant	P				

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 5:33pm.

### **Call to Public**

Javier Cárdenas made a call to the public. Community member present included: Dan Arends an ASA parent. Also in attendance was prospective Board member Ed Finn. Mr. Finn is the Associate Professor, School of Arts, Media + Engineering Associate Professor, Department of English Affiliate Faculty; School for the Future of Innovation in Society; Consortium for Science, Policy & Outcomes.

### **Presentations**

The Mission Moments Presentation was given by senior Izhuatl Ibarra President and a founding member of the Indigenous Peoples' Club. This is the club's first year and it seeks to help create a safe space for Indigenous people on the ASA campus. Other goals of the club include creating events to bring people of diverse backgrounds together, having guest speakers that the school can attend and promoting activism on current issues from around the world.

One of the community impacts that were highlighted included the Indigenous Peoples' Museum which is currently up campus wide.

### **Discussion Items**

Board President, Javier Cárdenas, presented on behalf of the Resource and Development Committee about current fundraising goals. He reiterated the importance of all Board members continuing to make formal introductions and to be mindful of when the giving is made the timing matters. A sign up was passed around for all Board members to help track accountability. He further reminded all Board members that continuing to promote tax credit and Showcase sponsorship was critical as well. A handout with current Showcase sponsors was handed out so as to ensure that duplication of asking does not occur.

Development and Marketing Director, Marion Donaldson, shared a final document with the Board that highlighted the comparison from July 1<sup>st</sup> - November 20<sup>th</sup> of FY18, FY19 and FY20 in terms of giving received. There is a significant difference in the amount received to date between this fiscal year and last.

Allison Otu asked if it was known why in FY2018 the tax credit received was substantially lower than in other years.

Marion Donaldson clarified that the tax credit ask did not make it on to that years pledge form and thus since it was not in front of people it was believed to have made a definite impact.

Kevin Allen also clarified that the donate now setup on the new website makes it much easier for tax credit donations to be given and received.

Marion Donaldson further highlighted the importance of the Board sending out the information within their networks.

Javier Cárdenas stated that the Board speeches, which are being given at key school performances, are a continuation of the Board being direct in their asks. The points to highlight are that the cost of the arts program annually is \$2 million, \$1 million of which is needed from families that attend the school which is an average of \$2,000 per student. He further stated that the Board understands that not all families can give this so other options like volunteering of time is a great option as well.

Betty Hum asked if having a graph or display of the current fundraising level at these key performances would be beneficial.

Board Vice President, Tony Dietz, asked if messaging could be sent out to clarify to all families the need for honoring their pledges from the beginning of the school year.

Development and Marketing Director, Marion Donaldson, stated that the messaging the Development Department was preparing to launch is we do not have enough promises to meet our goal.

Allison Otu asked if the funds for Showcase Sponsorship and the same as overall school sponsorship.

Marion Donaldson clarified that yes, ultimately the two are the same however, Showcase is the only school wide revenue source that the school has annually and thus they have a separate line item for it.

Alex Laing asked if this variance is due to being behind on the average donated or the budget.

Head of School, Leah Fregulia, stated that it is due to the budget forecast.

Karen Lugosi asked if the Board had partnered with any outside agencies to look at fundraising strategies.

Javier Cárdenas confirmed that yes, the Board has asked for input and will receive a comprehensive fundraising plan from Alyssa Crockett next month.

Finance Committee Chair, John Snider, reported for the Finance Committee that overall the school is ahead of budget as there are 10 more students attending the school than the budget accounted for in its forecast. Thus, even with the shortfall on fundraising the money from the higher student count covers that difference.

Head of School, Leah Fregulia, stated that the IDEA grant is federal money given to schools for their Special Education Department. This year ASA was randomly selected for an audit. Based on new federal reporting's systems it was recommended that the school put into place a Time and Effort Reporting Policy for Federal Grants. The draft policy before the Board has been vetted through our consultant and is in compliance with the federal reporting system that is required.



Vice President, Tony Dietz, asked if this policy would impact all teachers at the school and if it would be a large work load for them.

Leah Fregulia clarified that no, it would just apply to the Special Education Department teachers, paras and SPED Department Director. She further clarified that the tracking of their hours process would be made easy for them so as not to add too much to their current workload. The school would help to monitor this process.

Head of School, Leah Fregulia, further stated that Fiscal Control Policies and Procedures for purchasing and procurement were vetted through the school's consultants.

Finally, the Head of School, Leah Fregulia, highlighted the Arts Seal Proficiency Policy. The Board approval is needed for the application process to be finalized.

John Snider asked if all ASA graduates would qualify for the Seal.

Leah Fregulia clarified that no, it will not be an automatic process. Each student that desires the seal will need to go through the process. As there is an application process and capstone piece of the requirement. She further stated that students would receive support to go through the process as much of what the school requires meets the state's requirements for the seal.

Javier Cárdenas asked how this would be different from the Conservatory bound students.

Leah Fregulia clarified that the Conservatory bound students would easily meet state requirements for the seal.

Betty Hum asked if the students are interested in the arts seal.

Leah Fregulia stated that yes, the students are very excited and they even lobbied to the State to help pass the Bill to approve the addition of the State Seal to the diplomas.

Head of School, Leah Fregulia, presented on behalf of the Board Governance Committee. There are 2 Board members that are rolling off at the end of this term. She further highlighted as per the Chuck Loring training that Board recruiting is everyone's job and in January Board elections would need to occur. She shared that Tony Dietz the current Vice President has expressed interest in stepping up as the next President of the Board and thus would be President elect. The open positions would be Vice President and Secretary/Treasurer if interested in either position please connect with Javier or her. See attached Head of School report for full details on priorities as well as highlights on the Phoenix Youth Arts Collective and the Case for Support. Any revisions to the Case for Support please send to her directly by this Friday, 11/29.

Betty Hum asked in the Case for Support if drawings and or images would be included in the final.

Leah Fregulia stated that yes, drawings and renderings from the architects would be included in the final version.

Next Vice President, Tony Dietz, reported on behalf of the Executive Committee in regards to the review of the current discipline policies the Committee conducted. Overall after conducting a thorough review of the current Policies on Bullying, Hazing and Harassment and No Tolerance the Committee found that the policies are comprehensive and the school procedure in how the policies are followed out are in good standing. The Executive Committee did find 2 specific areas where the language might be clarified slightly for easier understanding within the policy. The Executive Committee will present the exact language being proposed for those areas, to be reviewed by the full Board at the next Board meeting.

Board President, Javier Cárdenas, further stated that the Executive Committee is requesting from School Administration a demographic update on Disciplinary Hearings on a quarterly basis.

Tony Dietz also stated that anyone is welcome to attend the Executive Committee and that this matter was considered very seriously.

Community member Dan Arends asked if the January 2020 law would be added into the Community Handbook.

Head of School, Leah Fregulia, stated that the Law and Policy Handbook are two separate matters. The school will follow the law and thus no update to the Policy Handbook needs to be made for that piece.

Karen Lugosi asked if the Policy could include a re-direct area or a clarification of FERPA regulates.

Leah Fregulia stated that the FERPA guidelines are in the Policy but perhaps need to be referenced in this specific section as well. Further review of this will be made and language will be shared at the next Board meeting for the full Board to review.

School Principal, Sara Maline, shared the school's 2018-2019 Letter Grade. ASA once again has received an A earning a 91.97%. The 5-8<sup>th</sup> and 9-12<sup>th</sup> grade is considered all one program and 90 points were given in each section. High School is now measured on proficiency rather than on growth. This is connected directly with Results Based Funding and thus additional funds will be shared with ASA from this fund based on this A Letter Grade. She further highlighted that beginning in Spring 2020 it will only be the 10<sup>th</sup> grade students that are tested on proficiency levels rather than 9<sup>th</sup>-11<sup>th</sup> graders.

### **Action Items**

#### *Approval of minutes October 28, 2019*

Tony Dietz moved to approve the minutes for October 28, 2019. Ed Novak seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, and Allen voting in favor).

#### *Approval of Time & Effort Reporting Policy for Federal Grants*

Betty Hum moved to approve the Time & Effort Reporting Policy for Federal Grants. Ed Novak seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, and Allen voting in favor).

#### *Approval of Financial Policies for Purchasing and Procurement*

Kevin Allen moved to approve the Financial Policies for Purchasing and Procurement. Betty Hum seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, and Allen voting in favor).

#### *Approval of ASA's procedures for administering the State Seal of Arts Proficiency*

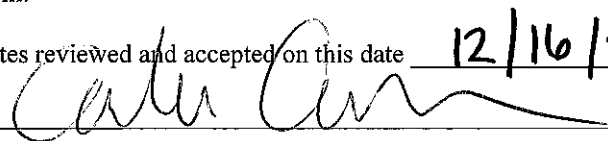
Tony Dietz moved to approve ASA's procedures for administering the State Seal of Arts Proficiency. Carlos Contreras seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, and Allen voting in favor).

### **Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Carlos Contreras and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, and Allen voting in favor). The meeting adjourned at 6:44pm.

Minutes reviewed and accepted on this date 12/16/2019.

By: \_\_\_\_\_



Board Member

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> Street, Room B104  
Phoenix, AZ 85004  
Meeting Minutes

Governing Board  
December 16, 2019  
Meeting Minutes

Attendance: *(voting members in bold)*

<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Joya Kizer Clarke</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>P</b>
<b>Jason Schupbach</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>	<b>David Garcia</b>	<b>P</b>
Allison Otu	P	Karen Lugosi	P	Eden Lewkowitz, Honorary Academic Faculty	A
Dana Bender, Honorary Arts Faculty	A	Emma Popish, Honorary Alumni Member	A	Leah Fregulia, Head of School/CEO	P
Marion Donaldson, Development & Marketing Director	P	Sara Maline Bohn, Principal	P	Tiffany Kell, Executive Assistant	P
Jessica Wooley, Interim Executive Assistant	P				

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 5:45pm.

### **Call to Public**

Javier Cárdenas made a call to the public. Ed Finn was present.

### **Discussion Items**

Head of School, Leah Fregulia, stated that the first partnership development meeting that had occurred earlier in the day was successful. It included a discovery session with six other organizations plus ASA and was led by the consultant. The report, that includes next steps, will be provided soon. Vice President, Tony Dietz, will be working with Leah to project plan the parallel paths including the partnership structure, capital campaign, site development and Education Foundation building they will report out soon.

Board President, Javier Cárdenas, stated that he and Ed Novak will term out in June of 2020. As the past president, he will join the Executive Committee meetings per the provisions in the bylaws.

Current Vice President, Tony Dietz, has accepted to be the President elect. In January an official vote, per the bylaws, for all officer positions will occur.

The Board Governance Committee has put forth the nomination of Ed Finn to the Board of Directors stating that he would be an excellent addition to the Board.

Current Executive Assistant, Tiffany Kell, will be going on a leave of absence, the Interim Executive Assistant will be Jessica Wooley who is the school's current Front Desk and Attendance Clerk.

## **Action Items**

### *Approval of minutes November 25, 2019*

Betty Hum moved to approve the minutes for November 25, 2019. Carlos Contreras seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

### *Approval of Ed Finn to the Arizona School for the Arts Board of Directors*

Ed Novak moved to approve Ed Finn to the Arizona School for the Arts Board of Directors. Betty Hum seconded the motion. No further discussion and it passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor).

## **Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Alex Laing and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Allen, and Garcia voting in favor). The meeting adjourned at 5:50pm.

Minutes reviewed and accepted on this date 1/27/2020.

By: Carlos Contreras Board Member

Arizona School for the Arts  
1410 N. 3<sup>rd</sup> St, Room B104  
Phoenix, AZ 85004  
**Board of Directors Meeting Minutes**  
**January 27, 2020 – 5:30 p.m.**

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>A</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>A</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>P</b>	<b>Kevin Allen</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	Allison Otu	P	Karen Lugosi	P
Ed Finn	P	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P		

### **Call to Order**

Javier Cárdenas, Board President, called the meeting to order at 5:36pm.

### **Call to Public**

Javier Cárdenas made a call to the public. No community members were present.

### **Presentations**

Sara Maline, Principal, presented the highlights of our Arts and Student Activities from the first semester. Highlights included the NHS partnership with Santa Bob (a community outreach Holiday Drive for families in need) as well as 30 of the 40 ASA students who participated in the Central Regional Music Competition placing.

Javier announced that fellow Board member Alex Laing was selected as one of “From the Top’s” Newly Formed Team of Co-hosts & Creatives. Additionally, he announced that the Board’s Secretary/Treasurer, Carlos Contreras, was nominated for the Phoenix Youth Arts Commission.

### **Discussion Items**

Development and Marketing Director, Marion Donaldson, presented on behalf of the Resource and Development Committee about current fundraising goals. Marion shared the Development Dashboard and highlighted the fiscal year comparison between FY2019 and FY2020, which is a difference of about \$49,756.90, and discussed the current plans to help improve the fundraising for this year. She reiterated the importance of the annual parent meetings to fundraising, and announced that the Resource Development Committee Board members have signed up to participate in the meetings with parents.

Marion also emphasized that it is key to encourage parents who have yet to donate to give now as well as pledge to give in the upcoming academic school year. Additionally, the Board of Directors were asked to give up to 50% of their pledge by February 15<sup>th</sup> for the upcoming school year.

Javier Cárdenas encouraged the Board of Directors to expand spheres of influence and make introductions to possible Showcase sponsors.

Ed Novak, Past President, raised the concern that the fundraising message needs to be clear and direct; if fundraising goals are not met each year, the arts programs at ASA will not be sustainable. The Board agreed on this matter, and will ensure this information is relayed during the annual parent meetings.

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John Snider, Finance Committee Chair, reviewed the finance schedule and highlighted that while we are a few percent below our projection, we are also well below on expenses due to great management and omission of certain items. John also announced that ASA was approached by the Equitable Schools Revolving Fund to refinance remaining bonds. The refinancing of the ASA bonds will save over \$200,000 per year, beginning next school year. No formal Board approval will be needed for the refinancing of bonds, however, a formal Board resolution will be needed within the upcoming meetings.

Head of School/CEO, Leah Fregulia, presented the project timeline, created by Vice President Tony Dietz, which was originally shared at the Facilities Committee meeting last week. Leah also reviewed the Facilities Committee members with the Board.

Tony Dietz, Vice President, explained that the project timeline covers four areas of planning: The Capital Campaign, ASA Education Foundation, Phoenix Youth Arts Collective, and site planning (design and construction). The project timeline breaks down the planning for major deadlines and how those deadlines interact and intersect each other both moving forward as well as planning backwards from a major deadline.

Tony shared that Rich Newman, ASA Parent and Facilities Committee member, has experience building a performing arts center on a campus in Wickenburg and will be valuable in site planning for ASA. Tony emphasized an immediate need for a parking plan, as it will directly influence the cost and site planning of the project. There is a mid-June goal for finalizing the case cost and Leah Fregulia announced that Javier Cárdenas and his wife Jennifer Bonnett will be chairing the Capital Campaign Cabinet and participating in the Facilities Committee meeting to help maintain continuity between the project deadlines and financial milestones.

Javier Cárdenas asked the Board if there were any concerns or questions regarding the IRS 990's up for approval.

Leah Fregulia presented the Head of School report, which highlighted that out of the 36 original individuals who participated in the strategic planning meeting in April of 2018, 26 of the original members are still currently involved. Leah's report outlined the priorities, benchmarks, and goals from the strategic planning meeting. The priorities established are: Increase equity, inclusivity, and access, improve Student Academic and Artistic Readiness and Success, Create Performing Pace and Youth Arts Campus at ASA, and Enhanced Opportunities for teaching artists. There is a plan to re-convene in late June with these goals in mind.

Sara Maline, Principal, presented the Principal's report, which provided an overview of the ASA Professional Learning Communities including the ASA Readiness, Inclusivity and Whole Child initiatives. Sara also introduced the Board of Directors to ASA's new staff member Amy Smith, who was hired on in a Student Support Staff position to assist students with social and emotional interventions that are not at the administrative level. This position was created based on the increased need for emotional support for our students over the past years.

President Javier Cárdenas reviewed the Officer Slate for the upcoming term of July 2020 – July 2022, which included Anthony Dietz as President, Carlos Contreras as Vice President, and David Garcia as Secretary and Treasurer.

## **Action Items**

### *Approval of minutes December 16, 2019*

Ed Novak moved to approve the minutes for December 16, 2019. Marcia Mintz seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

### *Approval of IRS 990s*

Ed Novak moved to approve the IRS 990s. David Garcia seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

### *Approval of Officer Slate for July 2020 - July 2022*

Marcia Mintz moved to approve the Officer Slate for July 2020 - July 2022. Ed Novak seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

### *Approval of SY 2021–2022 School Year Calendar*

Leah Fregulia highlighted an error on the school calendar and made an amendment to the Tuesday, November 24<sup>th</sup> date, clarifying that the day is in fact a full day and not early release.

Betty Hum moved to approve the SY 2021–2022 School Year Calendar with the amendment. Ed Novak seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

Sara Maline presented an updated version of the SY 2021–2022 School Year Calendar. Ed Novak moved to revoke the previous version of the SY 2021-2022 School Year Calendar and approve the updated SY 2021–2022 School Year Calendar with the amendments. Betty Hum seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

Javier Cárdenas made a call to items before moving into Executive Session.

David Garcia asked about follow up on the safety concerns from the student incident last week, to which Leah announced that the safety issue will be added as an agenda item in the upcoming Town Hall meeting. Leah also assured the Board that there is a crossing guard stationed on Willetta beginning at 7:15am each school day, but parent volunteers are welcomed to assist in patrolling the area surrounding the ASA campus in the mornings.

*6:33pm - Executive Session ARS §38-431.03.1 Personnel- Head of School/CEO 2020-2021 Employment Contract & Annual Review*

Betty Hum moved to begin Executive Session ARS §38-431.03.1 Personnel- Head of School/CEO 2020-2021 Employment Contract & Annual Review. Ed Novak seconded the motion. No further discussion and it passed unanimously, (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.)

*6:48pm - Executive Session ARS §38-431.03.1 Personnel- Head of School/CEO 2020-2021 Employment Contract & Annual Review*

Javier Cardenas, President, ended the executive session.

### **Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Betty Hum and passed unanimously. (Cárdenas, Dietz, Mintz, Novak, Snider, Garcia, Hum, and Allen voting in favor.) The meeting adjourned at 6:49pm.

Minutes reviewed and accepted on this date 2/24/2020.

By: Carlos Contreras Board Member.

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Arizona School for the Arts  
1410 N. 3<sup>rd</sup> St, Room B104  
Phoenix, AZ 85004  
**Board of Directors Meeting Minutes**  
**February 24, 2020 – 5:30 p.m.**

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>A</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>A</b>	<b>Marcia Mintz</b>	<b>P</b>	<b>Kevin Allen</b>	<b>A</b>
<b>David Garcia</b>	<b>P</b>	Allison Otu	P	Karen Lugosi	P
Ed Finn	P	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P		

### **Call to Order**

Anthony Dietz, Board Vice President, called the meeting to order at 5:41pm.

### **Call to Public**

Anthony Dietz made a call to the public. No Community members were present.

Dietz acknowledged the commencement of the annual enrollment lottery, conducted by Office Manager Jamie Bledsoe and Principal Sara Maline.

### **Presentations**

The Mission Moments Presentation was given by senior Claire Wiener, President of the Student Activity Council (StuAC). Claire presented to the Board a proposal for a Student Honor Code Policy to be implemented in the upcoming school year. This policy was drafted by StuAC members in collaboration with Vice Principal Liz Clark (also present), StuAC Advisor Eden Lewkowitz and other ASA students. The purpose of the proposed Honor Code Policy is to have a policy in place that is written by ASA students for ASA students, which addresses issues such as plagiarism and academic dishonesty, drug and alcohol use, and bullying.

### **Discussion Items**

Marion Donaldson shared the Development Dashboard and celebrated that, following the Annual Parent Meetings, the numbers presented have actually increased by about \$22,000 and are expected to increase more after the final parent meetings.

The Board then discussed elements of the Annual Parent Meetings that were successful in encouraging parents to give. This included: sharing with parents their giving total for the past school year, emphasizing that quality education in Arizona is reliant on funding and parent contribution, breaking down annual giving into \$200 monthly payments, and institutionalizing the parent giving process. John Snider highlighted the fact that ASA parents are not giving less, but rather less ASA parents are giving. The Board then discussed possible causes for lower parent contribution rates which included: the public perception of ASA's financial status as well as a disconnect in the school's relationship with the parents outside of fundraising. Honorary Academic Faculty Members Eden Lewkowitz and Dana Bender brought up faculty involvement in the annual fundraising process, which will be discussed further in the Honorary Board Member meeting.



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Leah Fregulia, Head of School and CEO, opened the floor to concerns regarding campus safety. Anthony Dietz informed the Board that Sara Maline presented on the issue at this month's town hall meeting alongside the school's Community Action Officer, Ben Harris and Sgt. Mike. Sara highlighted that the officer believes ASA is doing everything well from a security standpoint, especially in comparison to other local schools that he works closely with.

Anthony Dietz presented past and present Board demographics in relation to Board Member recruiting. Currently the Board of Directors would like to increase the number of members who are female, represent the 21-35 age range, and who are members of the community. Dietz opened the floor to potential board member suggestions, which will also be discussed at the next Governance Committee meeting.

Leah Fregulia presented a summary of the strategic planning initiatives for the Board's strategic planning meeting in June.

### **Action Items**

*Approval of minutes January 27, 2020*

Marcia Mintz moved to approve the minutes for January 27, 2020. Alex Laing seconded the motion. No further discussion and it passed unanimously, (Dietz, Novak, Snider, Garcia, Mintz, Laing and Contreras voting in favor.)

### **Adjournment**

David Garcia made a motion to adjourn. The motion was seconded by Marcia Mintz and passed unanimously. (Dietz, Novak, Snider, Garcia, Mintz, Laing and Contreras voting in favor.) The meeting adjourned at 6:40pm.

Minutes reviewed and accepted on this date 3/30/2020.

By: Carlos Contreras Board Member.

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Arizona School for the Arts  
Emergency Meeting of the Board of Directors  
Conference Call in:  
425-436-6327

Code: 685489 Board of Directors Meeting Minutes

March 16, 2020 – 10am

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	<b>Allison Otu</b>	<b>A</b>	<b>Karen Lugosi</b>	<b>P</b>
<b>Ed Finn</b>	<b>P</b>	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	A
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P		

### Call to Order

Javier Cárdenas, Board President, called the meeting to order at 10:02 a.m.

### Discussion Items

Javier began the meeting by stating that Arizona government has mandated statewide school closure through March 27<sup>th</sup> and the Board's decision today would be regarding school closure following that date. Javier asked Leah Fregulia (Head of School/CEO) and Sara Maline (Principal) to provide further insight as to how potential school closure would impact ASA's education model, students, and staff.

Leah announced that ASA has done an analysis on the number of instructional minutes that are required for the school year and that the school has already met the yearly required minutes for both middle school and high school. This means that ASA would not need to extend the school year to compensate for any closure.

Leah also informed the Board that many free online platforms have become available for use for remote, online instruction. A survey was sent out to all ASA families inquiring if each student had access to internet and a device. Any students without access to these resources will be contacted by the school for assistance obtaining devices and internet. ASA would designate a date for students to return to campus to collect their belonging and materials before beginning remote instruction. Following Spring Break, ASA students would have an additional week off from classes, during which ASA faculty would plan online curriculum.

Leah also stated that most basic business and office duties could function remotely, so the ASA office would be closed until March 27<sup>th</sup>. Additionally, custodial staff would continue to work on campus unless a government mandate was issued that requires them to stay home.

In regards to curriculum, Leah expressed her confidence that ASA could sustain online curriculum indefinitely to finish the school year if needed. Javier asked what online instruction would look like for arts classes and Leah responded that video instruction could be utilized and that arts instructors will likely focus on music theory. Dana Bender, Honorary Arts Faculty, informed the Board that there is already discussion among arts faculty about using online platforms such as Zoom for instruction. Honorary Academic Faculty, Eden Lewkowitz, added that he believes the transition to online teaching would be easy for academic staff, as they are already utilizing online programs such as Canvas. Additionally, the academic department chairs are proficient with online programs and

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could offer support to other faculty members. Emma Popish, Honorary Alumni Member and ASA teacher, shared that ASA faculty have already begun to make plans for online instruction and plan to collaborate for cross-curricular teaching between academics and arts.

Vice President, Tony Dietz, raised a concern regarding students with disabilities and whether or not online instruction will be the best fit for them. Leah responded that the SPED team is working closely with our students' needs, following IEP's and maintaining FAPE and will continue to monitor and adjust how curriculum is delivered in order to ensure those needs are met. When asked about students who may rely on school lunches for meals, Leah responded that the school will be checking in on our homeless students to ensure they have access to food and that information about free food programs in Arizona will be sent to all families. Phoenix Union High Schools are offering free breakfast and lunch to anyone under 18.

Leah informed the Board that the online Board Portal will be available for meetings moving forward and will provide members with online access to important meeting documents. When asked about emotional support for students during school closure, Sara responded that our Student Support Staff will be available by phone on an appointment basis. Students will request phone appointments through their respective team leaders.

The Board agreed that it is important to have our staff, parents, and students prepare for indefinite school site closure, but to re-evaluate decisions on a weekly basis in order to adapt to the evolving state of our community.

#### **Action Items**

*Approval to close school site indefinitely with review for possibility of return.*

Ed Novak moved to approve. Karen Lugosi seconded the motion.

Ed Novak reframed motion to provide further clarity, including details regarding state and federal mandates as well as school closure language.

*Approval to keep school closed through March 27 as mandated by the state. Parents, students and teachers shall be notified to prepare to begin online learning on March 30th, which may last through the end of the school year. The Board will continue to evaluate and monitor the situation on a regular basis and follow all state and federal mandates as they may be issued. Finally, the physical school site is closed and will continue to be closed with exceptions to pick up required materials or books and instruments left behind before spring break. Students and parents will be notified regarding dates and times when they may come and pick up those materials, books and instruments.*

Ed Novak moved to approve. The motion was seconded by Karen Lugosi and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen, Garcia, Lugosi and Finn voting in favor.)

#### **Adjournment**

Ed Novak made a motion to adjourn. The motion was seconded by Karen Lugosi and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Allen, Garcia, Lugosi and Finn Voting in Favor.) The meeting adjourned at 10:49 a.m.

06/22/2020

Minutes reviewed and accepted on this date \_\_\_\_\_.

*Carlos Contreras*

By: \_\_\_\_\_ Board Member.

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Arizona School for the Arts  
Board of Directors Meeting Minutes  
Zoom Online Conference  
March 30, 2020 – 5:30 p.m.

March 30, 2020 – 5:30pm

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>P</b>	<b>Kevin Allen</b>	<b>A</b>
<b>David Garcia</b>	<b>P</b>	<b>Allison Otu</b>	<b>P</b>	<b>Karen Lugosi</b>	<b>P</b>
<b>Ed Finn</b>	<b>P</b>	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P	Rich Newman, ASA Parent and Facilities Committee Member	P
Heidi Jannenga, Prospective Board Member	P				

### Call to Order

Javier Cárdenas, Board President, called the meeting to order at 5:33 p.m.

### Mission Moments

Javier acknowledged the TedTalk presentation from ASA 7<sup>th</sup> grade student Olneya Fong, regarding wasting food, and encouraged the Board to watch the video recording of the presentation. Ed Novak then gave recognition to the ASA Mock Trial and their recent success at the regional competition. Ed shared photos of the winning team and of junior Claire Novak, who received a personal award at the competition.

### Discussion Items

Javier began the meeting by opening the floor to discussion of the Annual Parent Meetings.

When discussing the OCSA article, Leah shared that three years ago ASA Senior Leadership visited OCSA. Since that visit, ASA has used OCSA to model Annual Parent Meetings.

John Snider reviewed last month's financials with the board, sharing that ASA will end the school year in the positive, even if we fall short of the original forecast. In terms of budget planning for the upcoming school year, John explained that the Finance Committee will review the first draft of the budget in April, but expects the budget to remain largely the same. Allison Otu asserted that ASA's financial stability is important and should be shared with the ASA families and community in order to alleviate any fears or concerns.

Javier then asked the Honorary ASA Faculty members to share their experience with online teaching thus far. Dana Bender, Honorary Arts Faculty, shared that arts faculty are working on alternative ways to engage students since in-person rehearsals are no longer possible. Dana also shared that the Chamber singers are organizing a virtual choir piece that is being recorded and edited by ASA students and will be shared in the upcoming weeks.

Eden Lewkowirz, Honorary Academic Faculty, shared that high school teachers had previously been utilizing online programs, such as Canvas, which has made the transition to online teaching much easier. Eden expressed the desire to streamline the technology being used to teach online so that students are not expected to use a variety of unfamiliar programs. Additionally, Eden noted that students cannot be expected to be available to log on at the same time every day for online instruction. This has led high school teachers to shift their focus to finding new

ways to deliver content through familiar programs such as Canvas and Discovery Learning. In Eden's words, this is a "manageable challenge, embraced with creativity".

Emma Popish, Honorary Alumni Member and Academic Faculty, shared that the biggest challenge so far for middle school students has been emotional and social connections. In attempt to bridge this gap, Emma has begun hosting small lunch time group sessions, which students can sign up for, that provide her the opportunity to check in on the emotional/social needs of her students.

Sara Maline announced that ASA faculty reached out to families with two or more students regarding the need for additional devices and in result over 100 chromebooks were checked out for student use. Additionally, Drew Maxwell is extending himself to faculty and families to assist and troubleshoot technology needs during this time.

In regards to upcoming events such as Prom, Graduation, Showcase, Spirit Weeks, etc. Leah shared the intention to reimagine these events virtually to allow students to participate in these important ASA traditions despite physical limitations.

Javier introduced Heidi Jannenga, who was present as a prospective Board member. Heidi is a physical therapist and her addition to the Board would provide prospective and insight as both a health care professional and community member. Betty Hum then shared the current Governance Committee priorities, the most urgent being recruiting two new members to replace Javier Cardenas and Ed Novak, who roll off the Board in June. Because the process of adding new Board members can be long and extensive, Betty hopes to begin the process as soon as possible. The Governance Committee plans to have a meeting with Heidi in the upcoming week, followed by a nomination in April so that paperwork can begin by July 1<sup>st</sup>. Additionally, Betty shared that she is creating a new Board member orientation checklist as well as working to streamline the Head of School evaluation process.

Javier announced that while the ASA Capital Campaign is on hold, the school will continue to work on strengthening relationships with arts community partners. Leah will continue to meet with Phoenix Youth Arts Collective partners and will assess how ASA can support their needs during this time.

Lastly, Javier acknowledged Rich Newman, ASA parent and Facilities Committee Member, for his hard work and contribution to the Phoenix Youth Arts Campus planning. Rich has been a major asset to the Facilities Committee and brings with him valuable experience as both a contractor and architect.

### **Action Items**

*Approval of February 24, 2020 Board of Directors Meeting Minutes*

Tony Dietz moved to approve. The motion was seconded by Allison Otu and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Garcia, Out, Lugosi and Finn voting in favor.)

### **Adjournment**

Allison Otu made a motion to adjourn. The motion was seconded by Betty Hum and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Laing, Hum, Mintz, Garcia, Out, Lugosi and Finn voting in favor.)

The meeting adjourned at 6:50 p.m.

Minutes reviewed and accepted on this date 4/27/2020.

By: Carlos Contreras Board Member.

Arizona School for the Arts  
Board of Directors Meeting Minutes  
Zoom Online Conference  
April 27, 2020 – 5:30 p.m.

April 27, 2020 – 5:30pm

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>A</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	<b>Allison Otu</b>	<b>P</b>	<b>Karen Lugosi</b>	<b>P</b>
<b>Ed Finn</b>	<b>P</b>	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P	Liz Clark, Vice Principal	P
Monica Anthony, Arts Director	P	Heidi Jannenga, Prospective Board Member	P		

### Call to Order

Javier Cárdenas, Board President, called the meeting to order at 5:33 p.m.

### Call to the Public

Javier made a call to the public, public members present included: Heidi Jannenga, prospective Board Member, and Susan Pepin, Mother of students Grace and Imogen Dietz.

### Mission Moments

Javier welcomed 3 of ASA's seniors from the class of 2020 who were presenting senior accomplishments to the Board of Directors. Tyler Rountree spoke about his work with the ASA Social Media Club, which has been making an active effort to keep our community connected online through the ASA Social Media accounts on Facebook and Instagram. Posts to these accounts include: Pets of ASA, Art Heals, Senior Highlights, Student Spotlights, and Cause of the Week which features Community Arts Organizations that are connected to ASA's mission. Tyler also shared that the Social Media Club is currently working with Marion Donaldson to integrate fundraising and Showcase into the ASA social media platforms. Sofia Fencken spoke about being a recipient of the Flinn Scholarship out of the 1,000+ AZ students who applied. Sofia shared her gratitude towards her teachers, ASA Administration, and ASA Board Member Allison Otu, who assisted with interview preparation. Sofia plans to attend Arizona State University's Downtown Phoenix campus in the Fall. Grace Dietz shared her Arts Seal Capstone project in which she combined STEM and Arts elements by using Java Script coding to create visual representations of music compositions. Grace is one of the 28 seniors this year to receive the Arts Seal recognition on her diploma.

### Discussion Items

Javier began the meeting by highlighting the Fundraising Dashboard from the Development Department. Javier announced that despite the current situation, ASA has exceeded last year's revenues and celebrated Marion Donaldson for her hard work and dedication in reaching the fundraising goals. Additionally, Javier shared that another \$10,000 will be added to this amount from a Piper Foundation gift. Finally, both Javier and Marion thanked the Board for their help in reaching the Tax Credit goal this year by referring donations. Marion Donaldson encouraged the Board to share big ASA moments, such as the upcoming Showcase 2020 video, with community members to encourage others to support the school, which is always accepting donations.

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John Snider presented the March financials to the Board and shared that most of the revenues and expenses are contracted and set as of now. Currently, the focus is on meeting our fundraising goal for the year, which is currently \$145,000 away from the \$947,000 total. John highlighted that ASA Administration has done a great job maintaining control over expenses, which puts us in a great position financially for the year. John also shared that ASA received approval from the credit committee to move forward with the refinancing of the remaining bonds which will save the school an additional \$175,00 – 200,000 per year moving forward. John expressed his confidence in our finances moving forward during this time.

Leah Fregulia shared the results of a recent case study which featured ASA that was conducted by the Grand Canyon Institute (GCI), which analyzed how charter schools manage their finances. Javier encouraged the Board to review the case study results, as the report gave a glowing review of ASA. The case study is published on the GCI website as well as with ACF and will be archived and used and references as a best practice model for other charter schools. Leah plans to feature the case study results in next year's annual report and is hopeful that the upcoming press release of the case study will encourage future ASA funders.

Leah announced that ASA is in the process of upgrading and converting the payroll to ADP TotalSource, which will handle accounts payable as well as provide an HR application. The HR application will assign one point of contact to the school to handle all onboarding and applications through ADP. While this package costs more per year, it will provide a considerable amount of savings in the long run due to having a larger pool of insured. Additionally, the online portal will replace the need for additional staffing in the Finance and HR department at ASA. ASA currently has a 1 year contract with ADP, but there is opportunity to extend the contract further in the future for additional savings.

Javier then asked John Snider to provide insight on the decision for ASA to participate in the Payroll Protection Program (PPP). John shared that as a nonprofit organization, ASA is eligible to receive the PPP loan. After extensive discussion and research by the Executive Committee it was determined that there are other organizations who are in greater need of this funding and assistance and it was decided that ASA will not be applying for this program. Leah added that ASA is publicly funded and has already met the payroll requirements, which would defeat the purpose of this program. She also shared that the budget for the 2020-2021 school year will be presented to the Board in May, voted on in June, and finalized in July.

Javier then asked Leah to review excess revenue expenditure plans for this school year. Leah shared that the top priority is currently the replacement of the flooring in the ballet studios. Additionally, the school is looking to add an additional security gate to the ASA campus, upgrade the seating for the outdoor bandshell, retouch exterior painting on campus building, and upgrade the exterior branding of the campus in anticipation of ASA's 25<sup>th</sup> anniversary year. Leah eased concerns expressed by Tony Dietz, by sharing that any additional needs in response to COVID-19 are under review and will be accommodated in the budget.

In regards to the proposed updates to the ASA Community Handbook, Sara Maline shared that the updates mainly provided additional clarity to existing policies. Language was also changed regarding social media, specifically regarding the impersonation of faculty on social media, Javier also noted the redefinition of "sibling status" in terms of the process for new applicants.

Betty Hum shared 3 new documents created by the Governance Committee, which included the New Board Member Development Process, the Revised HOS/CEO Evaluation Process, and the Head of School Evaluation Survey. These documents are aimed at providing additional guidance for the onboarding of new Board members as well as streamlining, optimizing and formalizing the evaluation process for each year.

In regards to the HOS and Principal's report in response to COVID-19, Leah stated that the intention of the report is to lay out a timeline for what has already transpired as well as plans for how to move forward. The focus for the end of this school year is connection, engagement, and social/emotional health while next year's focus will require additional accountability measures in terms of attendance, grading, etc. Sara Maline added that we are currently mission focused while responding appropriately to the crisis and its impact on ASA students. While working through this final quarter of the school year, it was important that students were not placed at a

disadvantage, not only from the perspective of the crisis, but in terms of access and equity consideration as well. Sara also shared that teachers are currently reaching out to students struggling with active engagement to assess and assist with their needs. Moving in to next year, the focus will shift from surviving to thriving in remote learning and accountability measures will be put in place to hold students more accountable for engagement moving forward. Sara is hopeful that we can set students up for success in the upcoming school year, as we have time to plan more thoroughly.

Finally, Leah highlighted that ASA was featured in a newsletter from Arizona Together for Impact, which focused on our work with the Phoenix Youth Arts Collective. Javier noted that our partnerships continue, even though the Capital Campaign is currently on hold.

### **Action Items**

*Approval of Heidi Jannenga to be added to the ASA Board of Directors*

Betty Hum moved to approve. The motion was seconded by Tony Dietz and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Hum, Garcia, Otu, Lugosi, Allen and Finn voting in favor.)

*Approval of ADP TotalSource Upgrade and additional EIN.*

Betty Hum moved to approve. The motion was seconded by Ed Finn and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Hum, Garcia, Otu, Lugosi, Allen and Finn voting in favor.)

*Approval of March 30, 2020 Board of Directors Meeting Minutes*

John Snider moved to approve. The motion was seconded by Betty Hum and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Hum, Garcia, Otu, Lugosi, Allen and Finn voting in favor.)

### **Adjournment**

Ed Finn made a motion to adjourn. The motion was seconded by Karen Lugosi and passed unanimously. (Cárdenas, Dietz, Contreras, Novak, Snider, Hum, Garcia, Otu, Lugosi, Allen and Finn voting in favor.)

The meeting adjourned at 7:05 p.m.

Minutes reviewed and accepted on this date 5/18/2020.

By: Carlos Contreras Board Member.



Arizona School for the Arts  
Board of Directors Meeting Minutes  
Zoom Online Conference  
May 18, 2020 – 5:30 p.m.

May 18, 2020 – 5:30pm

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>P</b>
<b>Ed Novak, Past President</b>	<b>A</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>P</b>	<b>Kevin Allen</b>	<b>A</b>
<b>David Garcia</b>	<b>P</b>	<b>Allison Otu</b>	<b>P</b>	<b>Karen Lugosi</b>	<b>P</b>
<b>Ed Finn</b>	<b>P</b>	Eden Lewkowitz, Honorary Academic Faculty	P	Dana Bender, Honorary Arts Faculty	P
Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development & Marketing Director	P
Sara Maline Bohn, Principal	P	Jessica Wooley, Executive Assistant	P	Liz Clark, Vice Principal	P
Monica Anthony, Arts Director	P	Heidi Jannenga, Prospective Board Member	P		

### Call to Order

Javier Cárdenas, Board President, called the meeting to order at 5:33 p.m.

### Call to the Public

Javier made a call to the public, public members present included: John O’Neal, prospective Board Member, as well as Scott and Wendy Levin, parents of ASA 8<sup>th</sup> grader Taylor Levin.

### Mission Moments

Javier welcomed ASA 8<sup>th</sup> grader Taylor Levin, who presented her TEDX speech titled “Wired Different” in which Taylor shared her experience as a student diagnosed with Dyslexia. Taylor was one of four ASA students to give a speech at ASA’s TEDX event on May 15<sup>th</sup>.

Principal Sara Maline Bohn then presented a briefing on the ASA Senior Class Profile and data collected from the graduating class of 2020. Although the data only reflected 63 of the 93 graduating seniors (due to the senior commitment date being pushed to June 1<sup>st</sup> this year), Sara highlighted that 93% of ASA seniors were accepted into one of their top three choice schools and 30% of ASA seniors received either full or more than full tuition (with 65% receiving some tuition). Sara also acknowledged that some students are still making their college decisions with considerations of the impact of COVID-19 on their college experience.

### Discussion Items

Javier began the meeting by reviewing the Fundraising Report and acknowledged that despite experiencing some challenges this year, there are major fundraising gains to be celebrated. Marion Donaldson, Director of Development and Marketing, announced that she is working on compiling end of year projections, which will include the influx of donations from newly enrolled students for the 20-21 school year. An updated projection will be provided soon for consideration in strategic planning for next year. Marion expressed her confidence that next year’s fundraising goals will be achievable, especially as we enter the 25<sup>th</sup> anniversary year of ASA.

Leah Fregulia then presented the Finance Committee Report and announced that the end of year results for financial management are very strong and that days cash on hand has come in well over the expectations. Leah attributed some of this success to certain end of year expenses going unrealized, such as: utility bills for April and May, cancelled performances, as well as a few positions remaining unfilled.

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Leah then presented the Waterfall Consideration document, which highlighted items that excess revenues will be used for in order to invest in the school, faculty, students, and facilities. Items in the Waterfall Consideration document included the replacement of ballet studio flooring, refurbishment of the bandshell, new software/hardware to support online learning and the addition of three outdoor sinks for handwashing. Leah noted that needs are likely to expand to accommodate further needs for successful online instruction, particularly for performing arts education. Additionally, Leah clarified that any items that contribute to capital improvement that are over a certain dollar amount can be capitalized and will not affect ASA's bottom line for debt coverage ratio, and ASA is in the position to make investments for the benefit of the school, teaching, and learning. Javier added that the ASA Facilities Committee is actively working to support the back to work environment for faculty in response to the COVID-19 crisis.

Leah continued to present the first draft of the ASA budget for the 20-21 school year, which was based on the skinny budget passed by the Governor. The budget is conservative, with room to withstand any decreases that may arise given the rapidly changing circumstances. Leah highlighted that the Governor has funded the additional 5% in the 20 by 2020 legislation, which guarantees an increase to teacher's salary. ASA is able to give a 3.8% increase to faculty again this year plus the added cost of benefits incurred by the salary increases. Non-teaching faculty will receive an additional 2% to cover the increase in cost of living expenses. Additional costs that are planned for in the budget cover expenses for hygiene and safety items such as hand disinfectant stations and facial masks. The student number remained consistent for next year, as no enrollment challenges are currently expected. There is a slight reduction in the fundraising budget for the 20-21 school year in anticipation of any financial effects of COVID-19 on ASA families. Expenses for additional chrombooks have also been included in the budget to plan for students who will need chrombooks both at home and on campus. Finally, Leah highlighted a line item in the budget that accounted for the cost of upgrading ASA's fundraising software from Etapestry to Razor's Edge, in preparation for the Capital Campaign.

Javier then invited the current Honorary Board Members to share their experiences as educators at ASA in response to COVID-19. Dana Bender, Honorary Arts Faculty, began by sharing that her department unified early on, shared information, and created plans together on a weekly basis. Overall, her experience thus far has been mostly positive. Eden Lewkowitz, Honorary Academic Faculty, shared that as a high school instructor, his team was aided by the fact that the majority of their work was already hybrid in nature, utilizing online programs such as Canvas. He found it easy to distribute content, but there was a lot of work within the department in planning for what curriculum was considered essential. Emma Popish, Honorary Alumni, shared that working collaboratively within the department was key. For the middle school team, the first and foremost priority for the online transition was to focus on the mental, social, and emotional well being of the students. She also noted her realization that there are many great online resources and platforms that can be utilized even once in person instruction resumes. One key element that Emma mentioned was giving students a choice when it comes to assignments, which helped increase their engagement with schoolwork, especially since so much choice has been taken away from them given current events.

Betty Hum reviewed the updated HOS/CEO Evaluation process and highlighted that new language was added in order to provide more flexibility for the evaluation task force. Betty also developed a survey that covers administrative responsibility, community involvement, and financial leadership which will provide insight on what areas need to be focused on in the next school year. Tony Dietz then gave an overview on the New Board Member Onboarding process and highlighted four major steps in this process which included: getting new members added to the Board, a New Board Member Orientation, an onboarding process (ongoing throughout the first year of membership to identify areas where each member can contribute, learn more, and receive mentorship from an existing Board member), and continuation of training and development. Current new Board members will continue to work with their assigned mentors until August, when a formal orientation and onboarding will occur as a group.

Sara Maline Bohn shared updates with the Board in regards to the 2020 Graduation ceremony, which will occur on campus in a closely monitored and controlled format in order to maintain appropriate health and safety measures. The commencement speeches will be shared online on May 29<sup>th</sup> at 2pm, prior to the event. Sara also shared that if we are able to do so safely, an in person graduation celebration will take place on August 8<sup>th</sup>.

Additionally, Sara announced that the Valedictorian and Salutatorian of the Class of 2020 are Grace Dietz and Ashley Bremner respectively.

In review of the HOS Report, Javier highlighted two important dates: June 22<sup>nd</sup>, which will be the preliminary decision for a school opening in August and July 25<sup>th</sup>, which will be the final decision for a school opening in August. Leah added that there will most likely be additional policy updates to approve in July in response to COVID-19.

Lastly, John Snider, Finance Committee Chair, reviewed the Bond Resolution to Refinance 2011 Bonds through Equitable Facilities Funds. He shared that the term sheet was received at the end of last week, which looks very similar to the term sheet from the previous year with the exception of a rate change of 415 (with potential to be reduced down to 365). The goal is to close on the refinancing at the end of June or early July. John shared that the refinancing of these bonds will result in significant savings for the the school.

### **Action Items**

#### *Approval of Board Resolution to Refinance 2011 Bonds through Equitable Facilities Funds*

Marcia Mintz moved to approve. The motion was seconded by Ed Finn and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of Community and Employee Policy Handbooks FY21.*

Tony Dietz moved to approve. The motion was seconded by Betty Hum and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of ETC – NAU Cooperative Purchase Agreement*

Bett Hum moved to approve. The motion was seconded by Carlos Contreras and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of Waterfall expenses to be used by 6/30*

David Garcia moved to approve. The motion was seconded by Marcia Mintz and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of HOS/CEO Evaluation*

Carlos Contreras moved to approve. The motion was seconded by Allison Otu and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of April Board Minutes*

Bett Hum moved to approve. The motion was seconded by Allison Otu and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

### **Adjournment**

Ed Finn made a motion to adjourn. The motion was seconded by Karen Lugosi and passed unanimously. (Cárdenas, Dietz, Contreras, Snider, Laing, Hum, Mintz, Garcia, Otu, Lugosi, and Finn voting in favor.)

The meeting adjourned at 6:56 p.m.

Minutes reviewed and accepted on this date 06/22/2020.

*Carlos Contreras*

By: \_\_\_\_\_ Board Member.

Arizona School for the Arts  
Board of Directors Meeting Minutes  
Zoom Online Conference  
June 22, 2020 – 5:30 p.m.

June 22, 2020 – 5:30pm

<i>Present: (voting members in bold)</i>					
<b>Javier Cárdenas, President</b>	<b>P</b>	<b>Anthony Dietz, Vice President</b>	<b>P</b>	<b>Carlos Contreras, Secretary/Treasurer</b>	<b>A</b>
<b>Ed Novak, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Alexander Laing</b>	<b>P</b>
<b>Betty Hum</b>	<b>P</b>	<b>Marcia Mintz</b>	<b>A</b>	<b>Kevin Allen</b>	<b>P</b>
<b>David Garcia</b>	<b>P</b>	<b>Allison Otu</b>	<b>P</b>	<b>Karen Lugosi</b>	<b>P</b>
<b>Ed Finn</b>	<b>P</b>	Eden Lewkowitz, Honorary Academic Faculty	<b>P</b>	Dana Bender, Honorary Arts Faculty	<b>P</b>
Emma Popish, Honorary Alumni Member	<b>P</b>	Leah Fregulia, Head of School/CEO	<b>P</b>	Leslie Tan Religioso, Development & Marketing Director	<b>P</b>
Sara Maline Bohn, Principal	<b>P</b>	Jessica Wooley, Executive Assistant	<b>P</b>	Liz Clark, Vice Principal	<b>P</b>
Monica Anthony, Arts Director	<b>P</b>	Heidi Jannenga, Prospective Board Member	<b>P</b>		

### Call to Order

Javier Cárdenas, Board President, called the meeting to order at 5:33 p.m.

### Call to the Public

Javier made a call to the public, public members present included: John O’Neal, prospective Board Member, as well as Jessica Elder, ASA Teaching Artist.

### Mission Moments

A video sharing ASA student perspectives on equity at ASA was presented to the Board. Following the video, Javier opened the floor for reflection and discussion.

Javier then gave thanks and recognition to the three Honorary Board Members, Emma Popish (Alumni), Dana Bender (Arts), and Eden Lewkowitz (Academic), who have now completed their full term on the ASA Board of Directors. Additionally, Javier gave recognition and thanks to Ed Novak, who has completed his full term as Past Board President.

### Discussion Items

Javier began by introducing and welcoming the new Director of Development and Marketing, Leslie Tan Religioso, to the Board of Directors. Following Leslie’s introduction, the May fundraising results and end of year projections were reviewed. Leah Fregulia, Head of School, noted that the fundraising is currently on track to remain on par with last year’s funds.

John Snider gave an overview of the May financials and highlighted that due to diligent budgeting, fundraising, and significant cost savings due to school closure, the end of year financials are in great shape. John then proceeded to report on the bond refinancing timeline, which is set to close in one week. A maximum rate of 4.10 has been locked in, however, there is a possibility for the rate to decrease by up to 0.5%. With the rate of 4.10, the school would save \$173,000 per school year for the next 21 years. Leah then gave an overview of the COVID-19 expenses summary, which totaled to almost \$352,000. Leah explained that this cost was covered through saved revenue from the end of this year, the budget for next year, and \$87,000 allocated to the school through the federal ESSER grant. Leah clarified that potentially recurring COVID-19 related expenses, such as technology software licenses, cleansers, gloves, masks, etc. have been embedded into the school budget to allow for

continuation as long as needed. Additionally, using all three buckets, ASA has invested in a significant number of Chromebooks so that every ASA student would have access to a computer.

At 6:20pm Javier opened the Hearing for Proposed Budget FY2021. John Snider reviewed the FY2021 Proposed Budget. John explained that the FY2021 Proposed Budget is largely modeled after last year's budget with additional adjustment for the revenues approved by the state as part of the FY2021 school funding. The FY2021 Proposed Budget projects a total net income of over \$200,000 for the year. At this time, there is no indication that the state will cut funding. There were no questions.

Leah then provided an overview of the roadmap for school opening before introducing Vice Principal, Liz Clark and Arts Director, Monica Anthony to review the family and faculty survey results and hybrid model. Liz began by explaining that 593 families and 475 students responded to the survey, accounting for over half of each grade level and providing a good sample size of participants. Additionally, there were 59 responses from faculty and staff. Results from the survey showed that the majority of families and students who responded preferred a hybrid model, while the majority of faculty and staff showed a majority preference for a 100% digital model. Monica provided an overview of action steps, which included: additional and continuous surveys/discussions throughout the year, faculty training, COVID-19 procedures videos for faculty and families, and bringing arts to campus during the second quarter. The hybrid model that Monica presented splits each grade into two groups (A & B) with consideration for siblings and carpools. A and B students would alternate between two days on on-campus instruction and two days of digital instruction from Monday to Thursday. Fridays would be designated digital days to allow for club activities, community building, and Q&A sessions. Allison Otu asked what alternative plans there may be to accommodate the large amount of faculty who expressed concern over returning to campus. In response, Principal Sara Maline explained that the intention is to create a model for returning to school that will meet both student and faculty needs, as concerns and input are being considered very seriously.

Javier then opened the floor for discussion of ASA's response to equity and social justice at school and assured that we will review the action plans from our strategic planning retreat throughout the summer and report back in August. Leah and Sara are planning a community townhall for students and families in July.

Lastly, Leah reviewed the schedule for the two Board meetings in July for the FY2021 Budget Hearing and School Opening Meetings. The FY2021 Budget Hearing will be held on Zoom on July 3<sup>rd</sup> at 11:30am and the School Opening Meeting will be held on Zoom on July 27<sup>th</sup> at 5:30pm. Leah noted that the School Opening Meeting was originally listed on the agenda for July 25<sup>th</sup>, which is incorrect as that falls on a Saturday.

### **Action Items**

#### *Approval of Minutes – March 16, 2020*

Tony Dietz moved to approve the minutes for the Emergency Board Meeting on March 16, 2020. The motion was seconded by Karen Lugosi and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of Minutes – May 18, 2020*

Betty Hum moved to approve the minutes Board Meeting on May 18, 2020. The motion was seconded by David Garcia and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

#### *Approval of FY2021 Proposed Budget*

John Snider moved to approve the FY2021 Proposed Budget. The motion was seconded by Ed Finn and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

*Approval of John O'Neal to the Board of Directors*

Javier thanked John O'Neal for joining the meeting and requested his exit for discussion of his nomination to the Board. Following John's exit, Betty Hum reaffirmed her confidence in approving John to the Board.

Betty Hum moved to approve John O'Neal to the Board of Directors. The motion was seconded by Ed Novak and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

*Approval of Phoenix Youth Arts Collective Member Agreement July 1, 2020 to June 30, 2021*

Leah explained that the PYAC Member Agreement is a one year agreement for members to continue to work together and provide professional development, best practices, shared talent and resources when possible, and evaluate next steps periodically.

Tony Dietz moved to approve the Phoenix Youth Arts Collective Member Agreement. The motion was seconded by John Snider and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

**Adjournment**

Before Adjourning, Leah and the Board gave thanks and recognition to Javier Cárdenas for his service on the Board as he transitions roles from President to Past President.

Ed Novak made a motion to adjourn. The motion was seconded by Ed Finn and passed unanimously without further discussion. (Cárdenas, Dietz, Novak, Snider, Allen, Laing, Hum, Garcia, Otu, Lugosi, and Finn voting in favor.)

The meeting adjourned at 7:14 p.m.

Minutes reviewed and accepted on this date 07/29/2020.

By: Carlos Contreras Board Member.