



## Arizona School for the Arts

### Board of Directors Meeting Minutes

Monday, September 18, 2023 at 5:30 p.m.

Zoom Meeting: 892 9014 8734 Passcode: 262121

#### Attendance (Voting Members in **Bold**)

<b>Dr. David Garcia,</b> <b>President</b>	<b>P</b>	<b>Alexander (Alex) Laing,</b> <b>Vice President</b>	<b>P</b>	<b>Dr. Heidi Jannenga,</b> <b>Secretary/Treasurer</b>	<b>P</b>
<b>Kevin Allen</b>	<b>A</b>	<b>Michelle Buckley</b>	<b>P</b>	<b>Andrei Cherny</b>	<b>P</b>
<b>Michelle Davidson</b>	<b>P</b>	<b>Betty Hum</b>	<b>A</b>	<b>John O'Neal</b>	<b>P</b>
<b>Allison Otu</b>	<b>P</b>	<b>Nonnie Shivers</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>
Elizabeth (Liz) Guzman, Honorary Arts Faculty	P	Jeffrey (Jeff) Steinert, Honorary Academic Faculty	P	Ian Elder, Honorary Student	P
Ingrid Martinez, Honorary Student	P	Leah Fregulia, Head of School/CEO	P	Leslie Tan Religioso, Development Director	P
Elizabeth (Liz) Shaw, Business Director	P	Carolyn Smith, Executive Assistant	P		

#### Agenda Items

##### | Call to the Public

##### | Board Recognition

##### | Discussion Items

National School Lunch Program

Recruiting and Retention Plan

Resource Development Committee

- Development Dashboard
- Sponsorships
- ASA Rising Annual Fund Initiative

Finance Committee

- Financial Reports
  - Revised June
  - July
- Fiscal Year 2022-2023 Annual Financial Report Update
  - Special meeting to approve
- Campus Improvements

Governance Committee

- Board Succession Planning and Recruiting
  - Priority Skills

Facilities Committee

- Site Update

**| Consent Agenda**

Head of School Report

**| Action Items**

Approval of the August 28, 2023 Board of Directors Meeting Minutes

Approval of the National School Lunch Program and Startup Expenses

Approval of Additional Site Development Expenses

Approval of the AMEA Festival Trip to the University of Arizona Tucson Campus

Approval of the Engagement of an Educational Consulting Firm

**|** The Board of Directors may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

**|** The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

**Minutes**

Board President Dr. David Garcia called the meeting to order at 5:32 p.m.

**Call to the Public**

David welcomed any members of the public attending the meeting. There were no members of the public present, and David moved to the next agenda item.

**Board Recognition**

David and Leah Fregulia recognized Executive Assistant Carolyn Smith for the gracious and exemplary support work she does for the Board of Directors.

**Discussion Items**

*National School Lunch Program*

Business Director Elizabeth Shaw presented details of the costs incurred by the school to ensure that our 19% Free and Reduced Lunch (FRL) student population receive lunch on a daily basis. She then offered comparative costs using a different vendor as well as the costs as they would be reduced by ASA being accepted into the federal government's National School Lunch Program (NSLP).

Liz explained that getting enrolled into the program would require a months-long application and approval process, government reporting, food that meets strict nutritional guidelines, and that ASA have a point of sale system (POS). During a great deal of comparative research, she screened

proposals and identified a school lunch program consultant as well as a food vendor (with better than current pricing and menus) who can meet all of these criteria and keep ASA in compliance. The consultant will also provide a point of sale system for the school's use.

Liz showed that hiring the consultant would require an outlay of \$15K up front that is necessary to get the NSLP application in process plus an additional \$11.8K for a server when the new food vendor takes over lunch service. However, once approved, the reimbursement from the government along with the pricing from the new food vendor will eventually allow the school to make a profit and the program to become self-sustaining. Leah added that any profits could be reinvested into the food program (including breakfast) along with other programs for FRL students.

Liz and Leah fielded some questions from Board members and concluded with the point that in the long run, the FRLP is a win-win for families as well as the school because it provides affordable, healthy food in an equitable manner that will make ASA even more competitive with other charter and district schools that already have a food plan in place. John Snider confirmed that the Finance Committee has reviewed the numbers and recommends, in concert with Senior Leadership, that ASA goes forward with the program and start-up expenditures.

#### *Recruiting and Retention Plan*

ASA started the current school year with a lower-than-average student count, prompting Leah to establish a task force of ASA administrators and staff to develop a recruitment and retention strategy for School Year 2023-2024 and ongoing. Leah reviewed the goals and supporting actions of the task force in the areas of events, communications, cultivations, and processes/initiatives for both recruiting new and retaining our current students.

These initiatives have borne results already with our student count holding steady from the first day. We have been able to immediately replace the students lost to anticipated beginning-of-year attrition, resulting in a net gain of 3 students and a 98.6% retention rate. John Snider questioned the future plans for an 88% retention rate for the school year as well as an 88% return rate for the following year as perhaps not as aspirational a goal as could be. Leah will provide the Board with the end-of-year and beginning-of-year retention rates for the prior three years at the October meeting in order to determine if the retention goal will need to be increased going forward.

#### *Finance Committee*

Leslie Religioso was experiencing technical difficulties, so John Snider provided the Finance Committee report ahead of the Resource Development Committee.

John told the Board that in addition to the July 2023 reports, a revised version of the June 2023 reports are also available for review on the Board Portal. He then mentioned that the Fiscal Year 2022-2023 Annual Financial Report (AFR) which has traditionally been voted on at the September board meeting is not yet available due to the late distribution of materials and instructions to the school from the state. We will need to schedule a separate, quick Zoom meeting to vote on the AFR prior to the October 15th due date, much like the budget vote in July. Leah suggested October 4th at 9:30 a.m. after the Executive Committee meeting that morning.

John then invited Leah to discuss the additional funds being requested to finish the capital projects for the solar amphitheatre and surrounding grounds. Leah went through the details of anticipated costs for water drainage and retention, planters and landscaping, grass and irrigation, and outdoor painting. She explained that these final costs will complete the project, allow for more play space for students, and give the campus a fresh curb appeal for potential students and their families as we gear up for the ribbon cutting ceremony and school tours. Most of the costs are already set, but the costs for painting, landscaping, and drywell are approximate with some extra built in to allow for overage; the total will be no more than \$120K.

#### *Resource Development Committee*

Leslie reviewed the RDC goals for fiscal year 2024: \$1M annual fundraising, 100% Giving, and Branding

+ Marketing + Communications. She notified the Board that we are off to a good start with \$126.7K for the Annual Fund by August 31st and 46% family giving.

Leslie announced the “ASA Rising” special initiative, a drive to raise \$75K for the Annual Fund. It will run next week through October, to help offset the capital expenditure costs previously detailed by Leah. The campaign will help remind families that the Annual Fund not only helps pay for school programs, but it supports the campus and school operations. She also let the Board know that the 2023-2024 Sponsorship Kit was on the Board Portal for their use along with a letter template. Many different levels of support opportunities are included and she requested that members circulate it among their acquaintances who may be interested in event sponsorship. David then reviewed a few upcoming dates that are excellent cultivation opportunities including the ribbon cutting ceremony, Choral Collage, and Dance in Dorrance.

#### *Governance Committee*

In Betty Hum’s absence, Leah relayed that the Committee is currently screening potential new board members to fill up to four vacancies on the Board of Directors. Leah then reviewed the areas of expertise that are most needed on the board at this time and in the next few years, and requested that current board members discuss recommendations from their networks with her as a first step.

#### *Facilities Committee*

Leah noted that most of the Facilities Committee items were covered during the Finance Committee discussion, but reiterated that members of the ASA administration and staff were in the midst of planning a ribbon cutting ceremony tentatively scheduled for mid-November. It will be an event to introduce the revitalized campus to current and potential families as well as community partners..

### **Consent Agenda**

#### *Head of School Report*

David noted that Leah’s Head of School Report is on the Board Portal for all to read, but wanted to highlight that an explanation of ASA’s ranking on the *US News and World Reports* Best High Schools list is included in the report. Leah explained that ASA moved from 17th to 15th in Arizona and from 651 to 481 nationwide predominantly due to the availability of AP courses, students earning qualifying scores on AP Placement tests, ACT test scores, and graduation rates. ASA’s score overall was 97.28 out of 100 and placed in the top 3% or higher of all comparative rankings.

### **Action Items**

#### *Approval of the August 28, 2023 Board of Directors Meeting Minutes*

Michelle Davidson moved to approve the Board of Directors Meeting Minutes from August 28, 2023. The motion was seconded by John O’Neal and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O’Neal, Otu, Shivers, and Snider voting in favor.]

#### *Approval of the National School Lunch Program and Startup Expenses*

Allison Otu moved to approve the National School Lunch Program and startup expenses. The motion was seconded by Heidi Jannenga and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O’Neal, Otu, Shivers, and Snider voting in favor.]

#### *Approval of Additional Site Development Expenses*

John Snider moved to approve additional site development expenses that are not to exceed \$120K. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O’Neal, Otu, Shivers, and Snider voting in favor.]

#### *Approval of the AMEA Festival Trip to the University of Arizona Tucson Campus*

Andrei Cherny moved to approve the AMEA Festival Trip to the University of Arizona Tucson Campus in April 2024. The motion was seconded by Allison Otu and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O’Neal, Otu, Shivers, and Snider voting in favor.]

### *Executive Session*

At 6:50 p.m. Andrei Cherny moved that the Board of Directors commence an executive session pursuant to ARS §38-431.03 (A)(1), in order to discuss personnel issues. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O'Neal, Otu, Shivers, and Snider voting in favor.]

Executive session ended at 7:04 p.m.

### *Approval of the Engagement of an Educational Consulting Firm*

Allison Otu moved to approve the Engagement of EduDx as an Educational Consulting Firm subject to their proposal. The motion was seconded by Heidi Jannenga and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O'Neal, Otu, Shivers, and Snider voting in favor.]

### **Adjournment**

Michelle Buckley made a motion to adjourn. The motion was seconded by John O'Neal and passed unanimously without further discussion. [Garcia, Laing, Jannenga, Buckley, Cherny, Davidson, O'Neal, Otu, Shivers, and Snider voting in favor.]

The meeting adjourned at 7:10 p.m.

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Minutes reviewed and accepted on: November 20, 2023

Signed by:  \_\_\_\_\_, Board Member