



Arizona School for the Arts
Board of Directors Meeting Minutes
Monday, November 24, 2025 at 5:30 p.m.
Zoom Meeting: 816 6774 4596 Passcode: 119599

Attendance (Voting Members in **Bold**)

Allison Otu, President	P	Michelle Davidson, Vice President	P	Leola Abraham, Secretary	P
Scott S. Stone, Treasurer	P	Michelle Buckley	P	Carrie Larson	P
Michael Medici, AIA	P	Dr. Lorisa Pombo	P	Nonnie Shivers	P
Annette Zinky	P	David Alderslade	P	Melvin (Mel) Brown	P
Jennifer Delgado	P	Elizabeth (Liz) Goodman	P	Marcelino Quiñonez	P
Joshua Pierce, Honorary Arts Faculty	P	Todd Webster, Honorary Academic Faculty	P	Eva Luz Pombo, Honorary Student	P
Liam Wohlert, Honorary Student	P	David Lujan, Executive Director	P	Leslie Tan Religioso, Development Director	P
Elizabeth (Liz) Shaw, Business Director	P	Carolyn Smith, Executive Assistant	P		

Agenda Items

| Call to the Public

| Mission Moment

ASA at the Nash

Eva Pombo & Liam Wohlert

| Board Recognition

| Discussion Items

Finance Committee

- FY26 Quarter 1 Financial Reports
- Fiscal Year 2024-2025 Audit

Scott Stone & David Lujan

Resource Development Council

- Development Dashboard
- Corporate Sponsorship Kit

Allison Otu & Leslie Religioso

Strategic Planning

- Timeline

David Lujan

| Consent Agenda

Board President Updates	Allison Otu
Executive Director Report	David Lujan
Development & Marketing Director Report	Leslie Religioso

| Action Items

Approval of the October 27, 2025 Board of Directors Meeting Minutes
Approval of the Fiscal Year 2024-2025 Audit via Roll Call Vote
Approval of the David Lujan as an Ex-Officio Member of the Board of Directors as of July 1, 2025
Approval of the Spring 2027 High School Social Studies Trip to Peru

| 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 Allison Otu called the meeting to order at 5:33 p.m.

Allison began the meeting with a thought exercise asking all board members and support staff present to give a one-word response to the feeling or action you would like to experience for the rest of the year.

Call to the Public

There were no members of the public present; Allison moved to the next agenda item.

Mission Moment

Eva Pombo and Liam Wohlerl introduced a word cloud reflecting the excitement of students and faculty alike at the prospect of their upcoming performance at The Nash Jazz Club on December 9th. Liam shared that there will be many unique collaborations including a percussion jazz ensemble that he will perform in with two other percussion students. Leslie Religioso added that they would like to see as many people there as possible and shared the link to buy tickets.

Board Recognition

Allison recognized Executive Assistant & Alumni Engagement Coordinator Carolyn Smith for the supportive work done for David Lujan and the Board.

Discussion Items

Finance Committee

Treasurer/Committee Chair Scott Stone informed the Board that, like every prior year, ASA has a clean audit for Fiscal Year 2024-2025 with no outstanding items as the Board can see from the reports shared on the Board Portal. Scott praised the hard work of Business Director Elizabeth Shaw and thanked her for coordinating all of the departments involved in providing information for the audit and working with the auditors. Scott added that the financial reports for the 1st Quarter of Fiscal Year 2025-2026 show that the school's daily cash on hand is good and above what is required by our bond covenants and our debt service ratio is a little lower than what is required by our covenants, but not at a worrisome level. David and Allison added their appreciation for Elizabeth,

valuing the amount of work and responsibility associated with delivering a clean audit year over year..

Resource Development Council

- Leslie informed the Board that fundraising is trending approximately \$114k behind this time last year and has some concern that the gap is not closing. She then shared the fundraising goals and strategies for December to reach \$150k for Annual Fund plus \$60k in Tax Credit revenue. School Administration has been transparent about the school's needs with the Parent Committee and David will be sending a frank letter to all ASA families in the first week of December along the lines of the letter Leah Fregulia and David Garcia sent two years ago.
- Leslie asked for Board Members' assistance with making Tax Credit requests to Arizonans in their networks. Allison added that in her own circle, she is getting some pushback to her requests for Annual Fund support because of current economic uncertainty, but Tax Credit is an easier ask because it is a donation that has an equal benefit to the donor. David let the board know that his next Executive Director video message will focus on Tax Credit donations and can help support Board Members with their efforts..
- Leslie then introduced a 4-pronged outreach plan for event sponsorship: Board Member led, Small Business, Targeted Corporations with aligned interests, and Alumni-Owned Businesses. Leslie has a customizable letter template available for members to use for sponsorship asks.
- Reminders were reminded of four upcoming school events that are excellent sponsorship and cultivation opportunities, including the fall musical, *Seussical*, Choral Collage, Law Rocks Phoenix, and ASA at the Nash. Members were encouraged to attend and invite those in their networks who would be interested in seeing ASA "in action". Tickets links are available on the Box Office page on the ASA website.
- Dates and themes for upcoming Spotlight Breakfasts with David were discussed and the Board was asked to invite those who they thought would be interested in attending a more face-to-face introduction to ASA.

Strategic Planning

David informed the Board that Principal Elma Bass has been invited to participate in The Arizona Institute for Education and the Economy (AIEE), a statewide coalition of education, business, government, and philanthropic leaders to help rethink and redesign high school curricula to better reflect how students with interact with emergent technologies and prepare them with additional life skills. Using this as a point of influence, ASA will begin the process of developing the next 3-year strategic plan in January.

David shared the timeline for developing the plan over the next six months as well as the implementation schedule beginning at the start of the next fiscal year. The process will begin in January with an assessment of the current and future goals for ASA, followed by stakeholder surveys and then a planning retreat in March. Allison said that stakeholder input is an important part of the process and told Eva Pombo that her comments at an earlier meeting about needing to meet students and faculty where they are resonated with her, and will be a help in developing future plans. David also invited any Board members interested in helping to shape the next phase of ASA to join the Ad Hoc Education Council which will begin meeting every other month as schedules allow.

Consent Agenda

Board President Updates

- Allison told the Board that David's mid-year Executive Director evaluation will take place in December. The Executive Committee will be collecting feedback from some of David's direct reports using the recently approved format. The forms are available for review on the Board Portal for those who are interested.
- In an effort to be more inclusive of former Board members, and keep their connection to the school, Allison sent an email to all contactable former members inviting them to a virtual meeting on December 17th; she will update them on current plans for the school and listen to their feedback. She will also extend invitations to upcoming events such as the Board Holiday

Reception prior to Choral Collage and the Amphitheatre naming ceremony in honor of Leah Fregulia.

- Allison thanked the Board members who completed their August homework assignment and awarded a random prize; she also asked those who have not yet had the opportunity to complete the homework to do so because it will be a useful tool for sponsorship development.

Executive Director Report

David informed the Board that a survey would be going out to 8th grade families the following day asking for their intent to return next school year or not and to gauge what their students are looking for in a high school experience. At the beginning of next semester, letters of intent for the 2026-2027 school year will be going out to all ASA families. Both of these will help with more accurate enrollment projections for the coming year. Additionally, Administration has been working hard at crafting a high school information night to truly reflect the high school experience at ASA and to show 8th graders the unique opportunity of attending a school such as ours. The event will take place on First Friday in December so potential families can get a genuine feel of the ASA neighborhood and there will be a special 8th grade hangout after the session to allow the potential members of the Class of 2030 to have fun together and get to know each other.

Action Items

Leola Abraham left the meeting prior to the Action Items.

Approval of the October 27, 2025 Board of Directors Meeting Minutes

Mike Medici moved to approve the October 27, 2025 Board of Directors Meeting Minutes. The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Davidson, Stone, Buckley, Larson, Medici, Pombo, Shivers, and Zinky voting in favor.]

Approval of the Fiscal Year 2024-2025 Audit via Roll Call Vote

Scott Stone moved to the Fiscal Year 2024-2025 Audit. The motion was seconded by Michelle Davidson and passed unanimously via roll call vote without further discussion. [Otu, Davidson, Stone, Buckley, Larson, Medici, Pombo, Shivers, and Zinky voting in favor.]

Approval of David Lujan becoming an Ex-Officio Member of the Board of Directors

Annette Zinky moved to approve David Lujan becoming an ex-officio member of the Board of Directors beginning July 1, 2025. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Stone, Buckley, Larson, Medici, Pombo, Shivers, and Zinky voting in favor.]

Approval of the the Spring 2027 High School Social Studies Trip to Peru

Mike Medici moved to approve the Spring 2027 High School Social Studies Trip to Peru. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Stone, Buckley, Larson, Medici, Pombo, Shivers, and Zinky voting in favor.]

Having completed the agenda in its entirety, the meeting adjourned at 6:49 p.m.

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Minutes reviewed and accepted on: December 14, 2025

Signed by: _____, Board Member