# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Thursday, July 10, 2025 at 9:00 a.m.**
***<u>Zoom Meeting</u>: 816 6774 4596 <u>Passcode</u>: 119599***

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

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|---|---|---|---|---|---|
| **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** | **P** | **Dr. Lorisa Pombo** | **P** | **Nonnie Shivers** | **A** |
| **Annette Zinky** | **P** | Melvin (Mel) Brown | A | Marcelino Quiñonez | A |
| Eva Luz Pombo, Honorary Student | X | Liam Wohlert, Honorary Student | X | David Lujan, Executive Director | P |
| Leslie Tan Religioso, Development Director | X | Elizabeth (Liz) Shaw, Business Director | P | Carolyn Smith, Executive Assistant | P |

## Agenda Items

### Call to the Public

### Discussion Items

| | |
|---|---|
| Fiscal Year 2025-2026 Expenditure Budget | Scott Stone & Liz Shaw |

### Action Items

Approval of the Fiscal Year 2025-2026 Expenditure Budget

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 9:05 a.m.

**<u>Call to the Public</u>**
No members of the public were present in the Zoom meeting; Allison moved to the next agenda item.

**Discussion Items**

The budget summary was viewed by the Board and as there were no changes to the Fiscal Year 2025-2026 budget since the proposed version was approved at the June 23rd meeting, Allison requested that it should be adopted for submission to the state.

**Action Items**

*Approval of the Fiscal Year 2025-2026 Expenditure Budget*

Scott Stone moved to approve and adopt the Fiscal Year 2025-2026 Expenditure Budget. The motion was seconded by Michelle Davison and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Buckley, Larson, Medici, Pombo, and Zinky voting in favor.]

**Adjournment**

The agenda having been completed in totality, the meeting adjourned at 9:12 a.m.

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Minutes reviewed and accepted on: August 25, 2025

Signed by: Leola A. Abraham
Leola A. Abraham (Aug 29, 2025 06:52:41 PDT), Board Member

# Arizona School for the Arts
## Board of Directors Executive Session Minutes
**Monday, August 25, 2025 at 5:30 p.m.**
***On Campus*: Building A, Room 129**

## 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** | **A** | **Carrie Larson** | **A** |
| **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **P** | **Nonnie Shivers** | **P** |
| **Annette Zinky** | **P** | Melvin (Mel) Brown | 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

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|---|---|
| Back to School | David Lujan |

### Board Recognition

### Discussion Items

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|---|---|
| Academic Data, School Year 2024-2025 | Elma Džanić Bass, Andrew Doumakes, Alexei Lalgos & Liz Wakeford |

### Board Informational Presentations

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|---|---|
| Good Governance, Responsibilities & Conflict of Interest | Allison Otu |
| Family Education Rights and Privacy Act (FERPA) | David Lujan |
| Board Commitments and Fundraising | Allison Otu & Leslie Religioso |
| Open Meeting Law | David Lujan |

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|---|---|
| Who We Are<br>● Our Strategic Priorities<br>● School Demographic Profile<br>● Board Matrix | David Lujan |
| School Finance<br>● Review of ASA's Funding & Financial Structure<br>● Fiscal Year 2024-2025 End of Year Financial Results<br>● Budget for Fiscal Year 2025-2026 | Scott Stone & Elizabeth Shaw |
| Board Committees/Councils & Assignments | Allison Otu & David Lujan |

| **Consent Agenda** | |
|---|---|
| Executive Director Report | David Lujan |
| Development & Marketing Director Report | Leslie Religioso |

| **Action Items** |
|---|
| Approval of the June 23, 2025 Board of Directors Meeting Minutes |
| Approval of the July 10, 2025 Board of Directors Meeting Minutes |
| Approval of the Addition of David Lujan as ASBCS Charter Representative |
| ~~Approval of the Removal of Leah Fregulia as ASBCS Charter Representative~~ TABLED |
| Approval of Reimbursement Related to Personnel Hiring Process |

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

The Board of Directors may vote to hold an executive session for the purpose of discussing contracts that are the subject of negotiations pursuant to: ARS §38-431.03 (A)(4) Contracts

## Minutes

Board President Allison Otu called the meeting to order at 5:30 p.m.

**Call to the Public**
There were no members of the public present at the meeting; Allison moved to the next agenda item.

**Mission Moment**
David Lujan introduced two short videos filmed at registration and the first day of school, respectively, that share the students' excitement about beginning a new school year. After the viewing, Allison thanked the School Administration for all of the preparation that went into the great launch to 2025-2026.

**Board Recognition**
David introduced Liz Goodman, Senior Attorney & Chair of the Government Affairs department at Rose Law Group, who was attending the meeting with a view to joining the Board of Directors. She will be formally proposed as a member at the September meeting.

Allison then recognized Nonnie Shivers. In addition to the help she has provided the Board and the faculty in navigating and understanding recent changes in rules governing employment and education, Nonnie was named as one of AZ Big Media's Most Influential Women in Arizona for 2025.

**Discussion Items**
*Academic Data, School Year 2023-2024*
Allison welcomed Principal Elma Džanić Bass who would be giving her annual presentation of academic data to the Board. In turn, Elma introduced her team members who helped compile the data: Andrew Doumakes, Assistant Principal of Lower School; Alexei Lalagos, Assistant Principal of Upper School; and Liz Wakeford, College & Career Counselor.

Over the 2024-2025 school year Andrew developed systems to streamline processes for all of the standardized tests administered at ASA. He and Elma shared the 3-year results for NEWA testing as well as AASA and AzSCI. Overall, ASA students are meeting or trending ahead of national and state averages and are showing increases year over year by cohort. The ELA scores are stronger than Math which will continue to be a focus over the coming year, but in all, the holistic efforts put in over the past year in academic rigor and interventions are showing results. NWEA baseline tests for the 2025-2026 year were administered the prior week, including Upper School students for the first time, and showing strong results overall. While they do not affect a student's GPA, they provide a good guideline as to how our students compare nationally rather than only within Arizona. Advanced Placement, SAT, and ACT scores were also trending upwards and are strong against state and national averages. The focus for this year will be building on the student-centered learning of last year with constructivist focused instruction and holding teachers accountable with the Danielson Framework for Teacher Effectiveness introduced to Elma by Dr. Lorisa Pombo who, along with Carrie Larson, have been excellent educational resources for our school.

Liz Wakeford then reviewed the achievements of ASA's Class of 2025 including college acceptance and areas of study, merit scholars, merit-based financial aid, and FAFSA completion. Over the course of this year, Liz will continue to support low achieving students, provide support to students applying to competitive programs or schools and promote pre-college programs, and begin reaching out to the Lower School student with college and career presentations.

**Informational Presentations**
- Allison presented the Board with their guiding theme for the year: One Million Reasons, One Hundred Students, Once Connected Community. The theme ties into their responsibilities of good governance requiring full participation, network activation, fundraising and student recruitment, mission stewardship, integrity, and transparency. She reminded the Board that they would be receiving their annual conflict and confidentiality statements in the next couple of weeks and asked them to sign and return them in a timely manner.
- David shared the definition of the Family Education Rights and Privacy Act (FERPA), and the Board's responsibility to student confidentiality within their duties as members.
- The Board's commitment to fundraising was reviewed providing the various threads of fundraising campaigns and the board members' roles in each. Allison then gave each member a homework assignment to be completed prior to the next board meeting: provide the Development Team with five people they know, five local businesses they know, and five businesses they frequent in an effort to introduce new people to ASA and generate fresh leads.
- David went over the points of Open Meeting Law that most affect their interactions as a Board and reminded them that full Open Meeting Law presentations and resources are available at all times on the Board Portal.

- David reviewed the priorities of the 2023-2026 Strategic Plan highlighting what had been achieved and what may carry over into the 2027-2030 plan. He then provided a guiding timeline for the new strategic plan. He also shared the current school demographics comparing students, faculty, staff, administrative leadership, and the Board noting that all categories remain fairly consistent over the past few years as well as the current Board matrix noting that no board member's term ends this year.
- An overview of how the school is funded was provided to the Board including a flowchart of how the various revenue streams factor into the Fiscal Year 2025-2026 budget. Elizabeth Shaw provided a revenue and spending breakdown of 2024-2025 end of year budget results. Through careful spending in all departments, ASA's revenues exceeded the expenditures. These are unaudited results, but little is expected to change after the audit is completed in the coming month.
- David and Allison quickly highlighted the various committees and councils on which board members can participate and David informed them that they can discuss their interests with him when they have their 1:1 meetings over the next couple of months.

**Consent Agenda**

David noted the Enrollment Update in his Executive Director Report stating that current enrollment numbers are lower than anticipated. While there was a good influx of new students, there was a fairly high drop in returning students, particularly in rising 8th and 9th graders. A survey of these non-returning families cited transportation as a major factor in the deciding not to return along with students wanting a traditional/neighborhood school experience. He then introduced Todd Webster and Joshua Pierce who will respectively be the new Academic and Arts Faculty Honorary Board Members.

**Action Items**

*Annette Zinky and Scott Stone left the meeting prior to the Action Items.*

*Approval of the June 23, 2025 Board of Directors Meeting Minutes*

Mike Medici moved to approve the June 23, 2025 Board of Directors Meeting Minutes. The motion was seconded by Lorisa Pombo and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

*Approval of the July 10, 2025 Board of Directors Meeting Minutes*

Michelle Davison moved to approve the July 10, 2025 Board of Directors Meeting Minutes. The motion was seconded by Lorisa Pombo and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

*Approval of the Addition of David Lujan as ASBCS Charter Representative*

Mike Medici moved to approve the addition of David Lujan as ASBCS Charter Representative. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

*Approval of the Removal of Leah Fregulia as ASBCS Charter Representative*

Approval to remove Leah Fregulia as ASBCS Charter Representative was tabled until David Lujan is approved as Charter Representative by the ASBCS.

*Approval of the Reimbursement Related to Personnel Hiring Process*

Mike Medici moved to approve the reimbursement Related to Personnel Hiring Process. The motion was seconded by Nonnie Shivers and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

*Executive Session*

At 7:14 p.m. Nonnie Shivers moved that the Board of Directors commence an executive session in order to discuss personnel matters pursuant to: ARS §38-431.03 (A)(1) and discussing contracts that are the subject of negotiations pursuant to: ARS §38-431.03 (A)(4) Contracts. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

The Executive Session ended at 7:44 p.m.

**Adjournment**

Nonnie Shivers made a motion to adjourn the meeting. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Davidson, Abraham, Medici, Pombo, and Shivers voting in favor.]

The meeting adjourned at 7:44 p.m.

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Minutes reviewed and accepted on: September 29, 2025

Signed by: Leola A. Abraham
Leola A. Abraham (Oct 1, 2025 07:45:49 PDT)
______________________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, September 29, 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** | **A** | **Leola Abraham, Secretary** | **P** |
| **Scott S. Stone, Treasurer** | **P** | **Michelle Buckley** | **P** | **Carrie Larson** | **P** |
| **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **A** | **Nonnie Shivers** | **P** |
| **Annette Zinky** | **P** | Melvin (Mel) Brown | A | 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

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|---|---|
| Global Science Opera by Isabel Gorin | Eva Pombo & Liam Whohlet |

### Board Recognition

### Discussion Items

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|---|---|
| Resource Development Council<br>• Development Dashboard<br>• Board Homework | Allison Otu & Leslie Religioso |
| Governance Committee<br>• Proposed New Board Members | Nonnie Shivers & David Lujan |

### Consent Agenda

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|---|---|
| Board President Updates | Allison Otu |
| Executive Director Report | David Lujan |

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|---|---|
| Development & Marketing Director Report | Leslie Religioso |

| Action Items |
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| Approval of the August 25, 2025 Board of Directors Meeting Minutes |
| Approval of the Removal of Leah Fregulia as ASBCS Charter Representative |
| Approval of the January 2026 Upper School Trip to Disneyland |
| Approval of Elizabeth Goodman becoming a Member of the Board of Directors beginning November 1, 2025 |

| 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 |
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## Minutes

Board President Allison Otu called the meeting to order at 5:31 p.m.

**Call to the Public**
There were no members of the public present on the Zoom call to make public comments; Allison moved to the next agenda item.

**Mission Moment**
Eva Pombo introduced 12th grade student Isabel Gorin who composed the Global Science Opera graphic score for Proxima Centauri B, an Earth-sized exoplanet orbiting our closest star. Isabel explained her inspiration of the tidal lock phenomenon, process, and the meaning of the visual design associated with the composition. She likened the score to a musical cryptogram that brought together multiple programs in the school including strings, band, guitar, and STEM.

David Lujan took a moment to congratulate Strings Chair/Orchestra Director, Maria Simiz and ASA's Con Brio Strings and Chamber Orchestra, both of which earned the highest score -- Superior Rating with Distinction -- at the ABODA Fall Orchestra Festival on September 26th.

**Board Recognition**
Allison recognized Annette Zinky for her chairing of the Facilities Council and continuous enthusiastic support of ASA and the Board. Not only was Annette the first to turn in her Board homework assigned at the last meeting, she has already reached out to the people and businesses on her list.

David thanked David Alderslade and Jennifer Delgado for attending the meeting as guests with the intention of joining the Board of Directors.

**Discussion Items**
*Resource Development Council*
Allison reintroduced the Board's goal and theme for the year -- 1 Million Reasons, 100 Students, 1 Connected Community -- and how it relates to the homework assignment they were given at the last meeting: brainstorm and share five people they know, five local businesses they know, and five businesses they frequent. The results were a wide variety of people and businesses they interact with, some of whom are already part of our network, but others that will allow the Development Team to pool resources and pursue new avenues. Allison also reminded the Board that students are the lifeblood of the school, so increasing enrollment is an important priority; she asked them to share

social media posts with people in their network with school aged children, particularly those highlighting enrollment, open houses, tours, and shadow days.

Leslie Religioso informed the Board about the new Spotlight Breakfast program. Each month David will host small group conversational meetings with various community connectors, influencers, and potential donors. The first one was on September 25th and the next will be October 30th focusing on alumni and alumni parents. David said he will share the dates of upcoming breakfasts in his Executive Director Reports and board members are welcome to attend and/or recommend guests who fit with the theme of the meeting to David or Leslie.

*Governance Committee*
David reminded the Board that there will be a vote during the Action Items to confirm Liz Goodman's membership on the Board of Directors, an attorney with Rose Law Group. Liz thanked the Board for their consideration and said that she is excited to be joining.

David then made further introductions of David Alderslade and Jennifer Delgado. David is a CFO at a national IT company that services colleges and universities and Jennifer is a real estate attorney at Burch & Cracchiolo; both have students at ASA who are all enjoying their experiences at our school. Their board candidacies will be voted upon at a future meeting and in the meantime, David asked members to email him with their interest and availability for a member meet and greet with Liz, David, and Jennifer.

**<u>Consent Agenda</u>**
*Board President Updates*

- The Executive Committee finalized the Executive Director's goals and evaluation process at their meeting earlier in the month. Goals are centered around student recruitment and retention as well as fundraising. There will be check-ins in December and at the end of the fiscal year. A feedback loop will be created and board members will be informed when it is established.
- Allison will also be finalizing details with Principal Elma Bass to hold a mixer for the Parent Committee and board members so the PC can learn how they can be supportive of the Board's efforts.
- Allison is working on setting a meeting with former board members to establish who would like to stay connected to ASA and get involved in the various work being done for the school.

*Executive Director Report*

- David reported that enrollment has settled at 635, lower than anticipated and about the same level we ended last year. Members of Administration attend the Arizona Charter School Association enrollment conference earlier in the month and learned that low enrollment continues to be an issue with both public and charter schools across the state due to declining birth rates, the ESA program, and more people working from home since the pandemic; the strategies we have in place to increase enrollment are going to take a little longer as a result. The portal for applications for school year 2026-2027 opens October 1st so the focus for this school year will shift to retention, particularly students transitioning from 8th to 9th grade where there has traditionally been a drop off of students who want a different high school experience. The second focus will be students who struggle with ASA's mission of academic rigor in combination with the arts programs; we will be working harder to service those students in an effort to avoid student grade repetition.
- A Year 3 goal from the Strategic Plan is more targeted campaigns around the Annual Fund to allow families to visualize what their contributions support. At the end of last year, arts teachers were asked to provide a list of needs in priority order; the ongoing campaign this year will focus on instruments and supplies for the performing arts programs such as marimbas, theatrical rights, and dance costumes.

*Development & Marketing Director Report*

- Leslie informed the Board that the Development Team, in conjunction with David and the Enrollment Team, is focusing on enrollment marketing and advertising in targeted zip codes and in ON Media family editions of programs. This is targeted to reach families already invested in the arts.

- Marketing & Communications Manager Jess Downs is updating the ASA website to make it a living and interactive advertisement for enrollment, ensuring that all relevant information is on the homepage.
- Social Media campaigns are ongoing and are linked with lead generation management to get viewers on a mailing list. We are using short student testimonials and messages from David; the team would love to get board members who are willing to be on camera.
- Earned media is another great opportunity to make an impact on the greater community. Daniel Mondalve was recently featured on Univision for the Fiesta Sports Foundation's Wishes for Teachers.
- Allison asked the Board to use whatever media connections they have, but our strongest advertising has always been word of mouth and asked them to talk up ASA to all of their connections with school age children and then immediately email the lead to our Enrollment & Campus Life Manager, Melia Dunn

**Action Items**

*Approval of the August 25, 2025 Board of Directors Meeting Minutes*
Scott Stone moved to approve the August 25, 2025 Board of Directors Meeting Minutes. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Medici, Shivers, and Zinky voting in favor.]

*Approval of the Removal of Leah Fregulia as ASBCS Charter Representative*
Annette Zinky moved to approve Leah Fregulia as ASBCS Charter Representative. The motion was seconded by Mike Medici and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Medici, Shivers, and Zinky voting in favor.]

*Approval of the January 2026 Upper School Trip to Disneyland*
Mike Medici moved to approve the January 2026 trip to Disneyland for Upper School students. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Medici, Shivers, and Zinky voting in favor.]

*Approval of Elizabeth Goodman becoming a Member of the Board of Directors*
Leola Abraham moved to approve Elizabeth Goodman becoming a member of the Board of Directors beginning November 1, 2025. The motion was seconded by Mike Medici and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Medici, Shivers, and Zinky voting in favor.]

Having completed the agenda in its entirety, the meeting adjourned at 6:35 p.m.
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Minutes reviewed and accepted on: October 27, 2025

Signed by: Leola Abraham (Oct 29, 2025 09:37:55 PDT)__________________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, October 27, 2025 at 5:30 p.m.**
***On Campus*: Building A, Room 129**

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

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|---|---|---|---|---|---|
| **Allison Otu, President** | **P** | **Michelle Davidson, Vice President** | **A** | **Leola Abraham, Secretary** | **P** |
| **Scott S. Stone, Treasurer** | **P** | **Michelle Buckley** | **P** | **Carrie Larson** | **P** |
| **Michael Medici, AIA** | **A** | **Dr. Lorisa Pombo** | **P** | **Nonnie Shivers** | **A** |
| **Annette Zinky** | **P** | Melvin (Mel) Brown | 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

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|---|---|
| Student Percussion Trio Performance<br>• “Violet” from *Swatches* by Josh Gottry | Eva Pombo & Liam Whohlet |

### Board Recognition

### Discussion Items

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|---|---|
| Finance Committee<br>• July & August 2025 Financial Reports<br>• Fiscal Year 2024-2025 Annual Financial Reports<br>• Fiscal Year 2024-2025 Audit Update | Scott Stone & Liz Shaw |
| Resource Development Council<br>• Development Dashboard | Allison Otu & Leslie Religioso |
| Governance Committee<br>• New Board Member Nominations<br>• Updated Enrollment Policy & Procedures | Nonnie Shivers & David Lujan |

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|---|---|
| Classroom Mosaic Program & Fiscal Year 2025-2026 Teacher Evaluation Handbook | David Lujan |

| **Consent Agenda** | |
|---|---|
| Board President Updates | Allison Otu |
| Executive Director Report | David Lujan |
| Development & Marketing Director Report | Leslie Religioso |

| **Action Items** |
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| Approval of the September 29, 2025 Board of Directors Meeting Minutes |
| Approval of the Fiscal Year 2024-2025 Annual Financial Report via Roll Call Vote |
| Approval of the Revised Enrollment Policies and Procedures |
| Approval of the Classroom Mosaic Program and the Fiscal Year 2025-2026 Teacher Evaluation Handbook |
| Approval of the School Year 2026-2027 Calendar |
| Approval of David Alderslade becoming a Member of the Board of Directors beginning Dec 1, 2025 |
| Approval of Jennifer Delgado becoming a Member of the Board of Directors beginning Dec 1, 2025 |

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 5:32 p.m.

**Call to the Public**
There were no members of the public present to make comments; Allison moved to the next agenda item.

**Mission Moment**
Eva Pombo introduced three percussion students -- 10th graders Alice Elder and Milo Vining as well as fellow Student Honorary Board Member, Liam Wohlert -- for the next in a series of live performance Mission Moments. Liam explained the origins of the performance piece and the trio played "Violet" from *Swatches* by Josh Gotty in three parts on the same marimba.

**Board Recognition**
David Lujan recognized Student Information Coordinator Austin Leon and Front Office Coordinator Rhonda Mullins from the school operations staff. He praised the excellent, multi-faceted work they do with grace under pressure and noted some of each of their achievements over the past year. Allison conveyed the pleasant interactions she has always experienced with the front office team as a parent.

## **Discussion Items**

*Finance Committee*

Committee Chair Scott Stone noted that the July and August financial reports on the Board Portal reflect that ASA is as expected at that time of the year considering the Average Daily Membership. Liz Shaw explained that the Fiscal Year 2024-2025 Annual Financial Report has been uploaded to the state and they will be approving it by roll call vote during the Action Items. Liz added that the Fiscal Year 2024-2025 Audit is close to being completed by the school's outside accounting firm and will likely be ready for approval at the November board meeting.

*Resource Development Council*

Allison requested that the board members who have not done so already, complete the homework assignment she assigned at the August meeting as it is a foundational component in reaching the Board's goals for the year. It is important to open new sponsorship avenues if the school is to reach the $1 million fundraising goal. Leslie Religioso reviewed the simplified sponsorship options for Signature Series and Showcase including the new $500 Small Business Sponsor level which is designed to welcome local businesses who want to invest in ASA students; David added that it ties in nicely with the homework assignment and allows small businesses in their networks become introduced to ASA and may lead to larger sponsorships in the future. Leslie and David then reviewed the Spotlight Breakfast dates and themes coming over the next few months.

*Governance Committee*

David explained two items up for approval during the Action Items. First, David Alderslade and Jennifer Delgado, who were introduced to the Board at the September meeting, are nominated for membership on the Board beginning December 1st. Next, the Enrollment Policy & Procedures have been updated to align with new processes developed by Operations Director Michal Paris Davis. Enrollment policies and procedures are required by ASBCS to be Board -approved and posted on the school's website.

*Classroom Mosaic Program & Fiscal Year 2025-2026 Teacher Evaluation Handbook*

David explained that as required by ARS §15-189.06, all charter schools are to have a clear annual rating system for teachers and principals. Principal Elma Dzanic Bass and her team have developed a clear, structured evaluation plan supported by a complete faculty handbook and Classroom Mosaic, an online evaluation system, both of which are accessible to all teachers at all times. This will allow teachers to be more accountable and build on feedback and for administrators and academic coaches to be more efficient.

## **Consent Agenda**

*Board President Updates*

Allison reported to the Board that she has met with the grade level Parent Coordinators and they will be working together to find ways the PC can support the Board's goals, including promoting ASA's open houses and school tour dates as Allison has been doing with her own network.

*Executive Director Report*

David highlighted in his report the timeline for the development of the next 3-year strategic plan. Our consultant Ildi Lazko-Kerr, who assisted in the development of the current plan, noted that we will need to get an earlier start this cycle in order to have a finished plan ready to launch at the end of 2026. To that end, David will be in contact with the Board to decide if a planning session in January will be separate from or included in the Board meeting.

*Development & Marketing Director Report*

Leslie asked the Board to make note of some upcoming fundraising initiatives and activities. Annual Fund campaign, *Let the Arts Play On,* will launch in November and will focus on the performing arts needs of the school such as instruments, dancewear, and script rights. Fifth grade parent Michael Mallin has designated ASA as the beneficiary for his band's entry in the Law Rocks Phoenix competition; ASA will receive proceeds from ticket sales, donations, and sponsorships raised specifically on behalf of Probestus. ASA students can participate in the peer-to-peer Kindness

Challenge which will allow them, with parental supervision, to reach out via email to people in their networks -- family, friends, etc. - and help raise funds for the school, potentially reaching people out of state who would not normally be a resource. Both initiatives will directly support the Annual Fund and the *Let the Arts Play On* campaign.

Allison wanted to draw attention to the Signature Series events mentioned in Leslie's report. The Fall Dance Recital and the Fall musical, *Seusical,* are ideal opportunities to bring potential donors and introduce them to ASA. David added that Choral Collage on December 16th is another such event and details on the reception prior to the concert will be forthcoming.

**Action Items**

*Approval of the September 29, 2025 Board of Directors Meeting Minutes*
Michelle Buckley moved to approve the September 29, 2025 Board of Directors Meeting Minutes. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of the Fiscal Year 2024-2025 Annual Financial Report via Roll Call Vote*
Scott Stone moved to the Fiscal Year 2024-2025 Annual Financial Report. The motion was seconded by Leola Abraham and passed unanimously via roll call vote without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of the Revised Enrollment Policies and Procedures*
Carrie Larson moved to approve the Revised Enrollment Policies and Procedures. The motion was seconded by Michelle Buckley and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of the Classroom Mosaic Program and the Fiscal Year 2025-2026 Teacher Evaluation Handbook*
Lorisa Pombo moved to approve the Classroom Mosaic Program and the Fiscal Year 2025-2026 Teacher Evaluation Handbook. The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of the School Year 2026-2027 Calendar*
Leola Abraham moved to approve the School Year 2026-2027 Calendar. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of David Alderslade becoming a Member of the Board of Directors*
Scott Stone moved to approve David Alderslade becoming a member of the Board of Directors beginning December 1, 2025. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

*Approval of Jennifer Delgado becoming a Member of the Board of Directors*
Leola Abraham moved to approve Jennifer Delgado becoming a member of the Board of Directors beginning December 1, 2025. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Stone, Buckley, Larson, Pombo, and Zinky voting in favor.]

Having completed the agenda in its entirety, the meeting adjourned at 6:24 p.m.
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Minutes reviewed and accepted on: November 24, 2025

Signed by: Leola A. Abraham
Leola A. Abraham (Dec 3, 2025 08:05:43 MST)
_______________, Board Member

# 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<br>• FY26 Quarter 1 Financial Reports<br>• Fiscal Year 2024-2025 Audit | Scott Stone & David Lujan |
| Resource Development Council<br>• Development Dashboard<br>• Corporate Sponsorship Kit | Allison Otu & Leslie Religioso |
| Strategic Planning<br>• 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 Wohlert 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.

**<u>Action Items</u>**
*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 15, 2025

Signed by: Leola A. Abraham (Jan 8, 2026 14:37:58 MST) ______________________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, December 15, 2025 at 5:30 p.m.**
***On Campus*: Building A, Room 129**

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

| | | | | | |
|---|---|---|---|---|---|
| **Allison Otu, President** | **P** | **Michelle Davidson, Vice President** | **A** | **Leola Abraham, Secretary** | **P** |
| **Scott S. Stone, Treasurer** | **A** | **Michelle Buckley** | **A** | **Carrie Larson** | **P** |
| **Michael Medici, AIA** | **A** | **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 | X | Todd Webster, Honorary Academic Faculty | X | Eva Luz Pombo, Honorary Student | X |
| Liam Wohlert, Honorary Student | X | David Lujan, Executive Director | P | Leslie Tan Religioso, Development Director | P |
| Elizabeth (Liz) Shaw, Business Director | X | Carolyn Smith, Executive Assistant | P | | |

## Agenda Items

### Call to the Public

### Action Items

Approval of the November 24, 2025 Board of Directors Meeting Minutes

Approval of the Updates to the School Year 2025-2026 Calendar

Approval of the Addition of Carolyn Smith as an ASBCS Charter Representative

Approval of the February 2026 Chamber Singers' Trip to the Jazz-Madrigal Festival at NAU

Approval of the April 2027 Choir Trip to the 2027 Long Beach Choir Festival and Disneyland

Approval of the Spring 2027 Spanish Language Trip to Costa Rica

### Discussion Items

| | |
|---|---|
| Resource Development Council<br>• Fundraising | Allison Otu & Leslie Religioso |
| Strategic Planning | David Lujan |

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 5:38 p.m. to allow some members time to arrive.

**Call to the Public**
There were no members of the public present so Allison moved to the next agenda item.

**Action Items**

*Approval of the October 24, 2025 Board of Directors Meeting Minutes*
Lorisa Pombo moved to approve the November 24, 2025 Board of Directors Meeting Minutes. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

*Approval of the Updates to the School Year 2025-2026 Calendar*
Lorisa Pombo moved to approve the updates to the School Year 2025-2026 Calendar. The motion was seconded by Annette Zinky and passed unanimously via roll call vote without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

*Approval of the Addition of Carolyn Smith as an ASBCS Charter Representative*
Carrie Larson moved to approve the addition of Carolyn Smith as an ASBCS Charter Representative. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

*Approval of the February 2026 Chamber Singers' Trip to the Jazz-Madrigal Festival at NAU*
Leola Abraham moved to approve the February 2026 Chamber Singers' Trip to the Jazz-Madrigal Festival at NAU. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

*Approval of the April 2027 Choir Trip to the 2027 Long Beach Choir Festival and Disneyland*
Carrie Larson moved to approve the April 2027 Choir trip to the 2027 Long Beach Choir Festival and Disneyland. The motion was seconded by Lorisa Pombo and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

*Approval of the Spring 2027 Spanish Language Trip to Costa Rica*
Leola Abraham moved to approve the Spring 2027 Spanish Language trip to Costa Rica. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

**Discussion Items**

*Resource Development Council*
Allison reminded the Board that the meeting would consist of a robust, participatory discussion about the Board's fundraising goals, efforts, and ideas. David Lujan then informed the Board of the current student enrollment number and how that count, plus this year's fundraising will affect the budget modeling for the 2026-2027 fiscal year, which will begin early in the Spring semester.

Leslie Religioso presented the current fundraising dashboard and compared where it stands against this time last year and also compared to a $760K and a $1M overall fundraising goal. Fundraising is trending behind in all three categories, but Leslie reminded them that the Tax Credit campaign or Showcase sponsorship activities have not begun in earnest, which is where the school can make up some ground with Board championing and participation. She also said we should expect to see a bump in donations following the email David sent to families earlier in the month.

Next, utilizing her knowledge and skills as a career fundraiser, Allison facilitated a workshop with the board members. She began the session with a confidential survey to assess each individual's comfort level with the concept of raising funds in general, their knowledge base for raising funds for ASA specifically, and the intersection of the two.

Allison read out the anonymous responses, allowing those who had more to say to expand on the themes. An idea exchange ensued allowing board members to brainstorm tools that would support them in their fundraising efforts and increase their assurance with the school's goals and mission. They all discussed events and strategies that could be additional sources of revenue and/or new students and student retention.

Building on this discussion, Allison introduced the four fundraising participation pathways -- Connector, Cultivator, Champion, and Corporate/Community Liaison -- defining the qualities of each. Following a brief discussion, she asked the board members to select the category or categories that best defined their fundraising style and which pathway they would like to pursue, in order to best support each of them in their efforts.

*Strategic Planning*
The Strategic Planning update was tabled until the next board meeting..

**Adjournment**

Annette Zinky made a motion to adjourn the meeting. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Abraham, Larson, Pombo, Shivers, and Zinky voting in favor.]

The meeting adjourned at 7:01 p.m.
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Minutes reviewed and accepted on: January 26, 2026

Signed by: Leola A. Abraham, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, January 26, 2026 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** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **P** |
| **Carrie Larson** | **P** | **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **P** |
| **Marcelino Quiñonez** | **P** | **Nonnie Shivers** | **P** | **Annette Zinky** | **P** |
| David Alderslade | P | Jennifer Delgado | P | Elizabeth (Liz) Goodman | A |
| 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

### School Year 2026-2027 Enrollment Lottery

### Mission Moment

| | |
|---|---|
| Signature Series \| Masterworks | Eva Pombo & Liam Wohlert |

### Board Recognition

### Discussion Items

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|---|---|
| Finance Committee<br>• FY26 2nd Quarter Financial Reports<br>• Fiscal Year 2025-2026 ADE Budget Revision | Scott Stone & David Lujan |
| Resource Development Council<br>• Development Dashboard<br>• Showcase Sponsorship | Allison Otu & Leslie Religioso |
| Facilities Council | Annette Zinky & David Lujan |

| | |
|---|---|
| • Update | |
| Strategic Plan<br>• Upcoming Strategic Planning Session | 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 December 15, 2025 Board of Directors Meeting Minutes | |

| 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 5:30 p.m.

**Call to the Public**
No members of the public were present in the Zoom meeting at that time; Allison moved to the next agenda item.

**School Year 2025-2026 Enrollment Lottery**
Enrollment & Campus Life Manager Melia Dunn ran the lottery of completed new applications for each grade through the school's Synergy software. Melia let everyone know that letters for new students will be sent out, based on seat availability in each grade, once the re-enrollment period for current students is completed at the end of the week.

**Mission Moment**
Eva Pombo and Liam Wohlert provided information to the Board about the upcoming Masterworks performance on Tuesday, February 10th at Camelback Bible Church. Eva said that the students performing in Masterworks were excited to present their collaborations among the various disciplines including orchestra, band and choir. Liam added the collaborative pieces allowed the students to play longer, larger-scale pieces with a larger variety of instruments. Allison took the opportunity to remind the board members that Masterworks is a great event to invite potential donors to attend with them. She also congratulated Eva on being named a Flinn Scholarship Semi-Finalist; Eva let the Board know that she found out that day that she has advanced to Finalist.

**Board Recognition**
Allison recognized new board member Jennifer Costello for the work she has put in already generating interest in ASA among local foundations and inviting them to the upcoming Spotlight Breakfast.

**Discussion Items**
*Finance Committee*
Elizabeth Shaw presented the second quarter financial reports and said that the school is watching expenses and there is nothing out of the ordinary until the past week with the extensive plumbing

leak in the C Building which David Lujan would address later in the meeting. Elizabeth also requested that the board review the revised FIscal Year 2025-2026 budget which will be voted on at the next board meeting on February 23rd. She stated that there were no changes to the expenses, only the income that now reflects the 100th day Average Daily Membership (ADM). Committee Chair Scott Stone added that now that we are past the second quarter, we are fairly locked in with expenditures and cash, and it is now a matter of meeting our bond covenants.

*Resource Development Council*

- Allison provided a recap of the fundraising workshop that the Board participated in that the December meeting, reviewing the four fundraising pathways -- Connector, Cultivator, Champion, Corporate/Community Liaison -- noting that fundraising is not one-size-fits-all, and requested board members identify the pathway that suits them if they had not already.
- Allison asked board members, per their request for accountability at the December meeting, to share their recent fundraising activities at which time a few members shared their efforts.
- Leslie Religioso gave the Board an update on year-end giving which was closer to the December 2024 number than she had anticipated but we are still running behind last year overall. Leslie said that the End of Year communications are available in her Development Director report this month and asked that board members share the messaging with their networks; she gave a shoutout to Leola Abraham for sending messages to her network.
- Leslie shared an outline of her fundraising plans for February through May beginning with the major push for Tax Credit donations which will include the "Be a Star for ASA" promotion that was established last year, the Small Business Package for Signature Series, and the newly released Showcase sponsorships.
- David said that ASA will be pursuing more grants and may consult with a grant writer for assistance in pursuing appropriate grants; a couple of members volunteered to assist with grant writing and resources.
- Leslie revealed the Showcase theme this year, "Dreamscapes" and the various sponsorship levels. The fundraising goal for Showcase is $100k.

*Facilities Council*

David updated the Board on the flood that affected the C Building overnight January 21st-22nd rendering it unusable to date. Since the burst pipe was on the 3rd floor of the largest classroom building, all students were on remote learning Thursday the 22nd and Friday the 23rd while the damage was assessed and resulting learning plans were put in place. On Monday the 26th, Lower School students returned to campus and Upper School students are engaging in synchronous instruction from home while repairs are being made with the hope that they would return to campus by the end of the week. The insurance adjuster visited campus that afternoon and approved the repair estimates which include weekend work to get the building operational as soon as possible.

On a related topic, David said that the Facilities Council discussed the reserve study that was performed on ASA's facilities by an outside consultant in 2023. The council will be comparing the recommendations against the current needs to prioritize repairs and replacements to keep the campus running in optimum fashion.

*Strategic Plan*

David reminded the Board that the first planning session for the new Strategic Plan will be on Monday, February 2nd at Helios Education Foundation in their Data Center. Former ASA parent Ildi Lasko-Kerr will be facilitating the meeting which will include analyzing the goals vs accomplishments of the current strategic plan, a look at statewide data, a current SWOT analysis of the school, and reimagining school life for our students. This meeting will include Board Members, Honorary Board Members, Parent Coordinators, and some members of the Administrative team. There will be another planning retreat at the end of March/early April.

## Consent Agenda

*Board President Updates*

Allison thanked the Board for their participation in the event dedicating the amphitheatre to Leah Fregulia. It served as a good function to reconnect with some former board members and reignite cultivation efforts. Allison also shared that while serving as a Flinn Scholarship judge (recused from Eva's interview) she gathered some interesting feedback from the scholarship students that she thought may be of interest to the Board as we plan for the next phase of ASA, and will be further discussed during the strategic planning session on February 2nd."

*Development & Marketing Director Report*

Leslie said that she covered everything in her report and reminded the Board to please use the resources provided. She also said that the idea of adding an Honorary Showcase Chair was being discussed and asked the Board to provide suggestions of people in their network who are champions of youth arts.

*Executive Director Report*

David had nothing to add to his report, but asked those interested in taking a shift in the ASA booth at an upcoming home tour to please use the link provided in his report to sign up. Allison added that she enjoyed doing a shift at the Willo Home Tour last year; it gave her an opportunity to introduce ASA to her neighbors making it an excellent marketing opportunity for the school.

## Action Items

Dr. Lorisa Pombo left the meeting prior to the Action Items.

*Approval of the December 15, 2025 Board of Directors Meeting Minutes*

Annette ZInky moved to approve the December 15, 2025 Board of Directors Meeting Minutes. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Quiñonez, Shivers, and Zinky voting in favor.]

Having completed the agenda in its entirety, the meeting adjourned at 6:47 p.m.

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Minutes reviewed and accepted on: February 23, 2026

Signed by: Leola A. Abraham
Leola A. Abraham (Feb 26, 2026 12:18:32 MST)________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, February 23, 2026 at 5:30 p.m.**
***<u>On Campus</u>: Building A, Room 129***

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

| | | | | | |
|---|---|---|---|---|---|
| **Allison Otu, President** | **P** | **Michelle Davidson, Vice President** | **P** | **Leola Abraham, Secretary** | **P** |
| **Scott S. Stone, Treasurer** | **P** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **P** |
| **Carrie Larson** | **P** | **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **P** |
| **Marcelino Quiñonez** | **P** | **Nonnie Shivers** | **A** | **Annette Zinky** | **P** |
| David Alderslade | A | Jennifer Delgado | A | Elizabeth (Liz) Goodman | A |
| 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** | |
| | Allison Otu |
| **Mission Moment** | |
| Duet Performance: "Tico Tico no Fubá" | Eva Pombo & Liam Wohlert |
| **Board Recognition** | |
| | Allison Otu |
| **Discussion Items** | |
| Finance Committee<br>• Financial Reports<br>• Fiscal Year 2025-2026 ADE Budget Revision | Scott Stone & Elizabeth Shaw |
| Resource Development Council<br>• Development Dashboard<br>• Showcase Sponsorship | Allison Otu & Leslie Religioso |
| Strategic Plan | David Lujan |

| | |
|---|---|
| • Strategic Planning Retreat Recap<br>• Next Steps | |
| **Consent Agenda** | |
| Board President Updates | Allison Otu |
| Executive Director Report | David Lujan |
| Development & Marketing Director Report | Leslie Religioso |
| **Action Items** | |
| Approval of the January 26, 2026 Board of Directors Meeting Minutes | |
| Approval of the Revised Fiscal Year 2025-2026 Budget via Roll Call Vote | |
| Approval of the School Year 2026-2027 Student Fees | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing negotiations for the purchase, sale or lease of real property pursuant to: ARS §38-431.03 (A)(7) Property | |
| 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 5:31 p.m.

**Call to the Public**
No members of the public were present at the meeting to make comments on the agenda, but Allison asked everyone present to introduce themselves for the benefit of present guests.

**Mission Moment**
Eva Pombo and Liam Wohlert introduced Seniors Justin Pansing and Robert Peters who beautifully performed a very skilled guitar duet of "Tico Tico no Fubá" by Brazilian composer Zequinha Abreu.

**Board Recognition**
Allison recognized new board member Elizabeth Goodman who arranged two tour groups of parents from Desert View Learning Center in Paradise Valley, which has been a feeder school for ASA in the past. Allison also noted that David Lujan celebrated his one-year anniversary with ASA this month and she thanked Todd Webster for spending time with her staffing the ASA booth at the Willo Home Tour on February 15th.

David introduced Jaime Dempsey who is considering joining the ASA Board of Directors. Jaime was formerly Executive Director of Arizona Commission on the Arts followed by a year as Acting Chief Program and Community Engagement Officer of Arizona Community Foundation. She is also Founder and Strategist of Welcome Strategies, a consulting practice specializing in civic health, community engagement, network development, and strategic advising.

**Discussion Items**
*Finance Committee*

- Scott Stone discussed the January 2026 financial reports informing the Board that while ASA's daily cash on hand is safely above our bond requirements, our debt service ratio (DSR) is below what is needed for the covenant. David will be speaking with our bond holders to update them on our current budget status and share the proactive efforts we are making to both raise cash and enrollment in order to improve our DSR. Scott reminded the Board that while enrollment has been down, we have been relying on our healthy cash reserves that were built up in years past by our usual careful fiscal management. In order to keep the cash reserves healthy, fundraising remains key along with careful and conservative budgeting which is why the Fiscal Year 2026-2027 budget will be set at 650 students.
- Elizabeth Shaw further explained that when ASA went below the DSR covenant last year, we knew we would be going into the cash reserves this year. Spending is kept tight as always, but we know we will be facing sharp increases in health insurance and liability insurance due to recent claims; fundraising and student recruitment will help counteract these rises. Elizabeth also let the Board know that the revised budget reflecting the 100th day ADM will be voted on during the Action Items.
- David added that working together on enrollment plus fundraising is the formula and the focus right now. Speaking with the bondholders is also important; he wanted the Board to be aware that they report our status to the Arizona Department of Education and the DSR can affect our rating with the state.
- Allison acknowledged that the ins and outs of the budget and bonds is a lot for Administration to manage every day and she reinforced that the Board is here to help support the staff in the efforts to get the school's finances back on track.

*Resource Development Council*

- Allison informed the Board that future RDC meetings are cancelled in favor of a more targeted approach involving each board member. Allison, David, and Leslie will be doing a deeper dive into numbers and cultivation opportunities and meeting with each member individually to make more effective use of everyone's time. Fundraising is to be integrated into all committees and councils. She requested that all board members reach out to Carolyn Smith to schedule a meeting with them. Allison, David, and board members then shared their fundraising efforts over the past month.
- Leslie Religioso said that grant applications by ASA were a larger part of fundraising in the past when enrollment was lower. As enrollment grew, the model changed to more family involvement in supporting the Annual Fund. Now that enrollment is lower, we are once again going to apply for mission-aligned grants with the aid of a grant writer and parental support including Liam's mother, Beverly Wohlert.
- Leslie reviewed the fundraising numbers as they stand at mid-year. We are running behind benchmarks and Leslie laid out the strategy over the next three months which is crucial to meet last year's number: Signature Series, Tax Credit, and Showcase. To that end, she distributed personalized dashboards to each board member highlighting their activity and goals and provided the Board with upcoming fundraising task deadlines.
- The Board then discussed strategies to increase family involvement in contributing to the Annual Fund regularly, for both large and small donors. Right now only about 25%-30% of our families have contributed to the Annual Fund this year against a 100% giving goal.

*Strategic Plan*

David thanked the board members who participated in the Strategic Planning retreat on February 2nd and informed them that the next component will be surveys going out to families and faculty based on the results of the feedback collected at the retreat. There will be another planning session at the end of April or the beginning of May.

**Consent Agenda**

*Board President Updates*

In the interest of time, Allison tabled her updates until the next meeting.

*Executive Director Report*
David had nothing to add to his report, but asked those interested in attending a 3rd Quarter Presentation to reach out to Carolyn to get on the schedule; 3QPs are an excellent opportunity to see students perform on the academic side of ASA's mission.

*Development & Marketing Director Report*
Leslie had nothing to add to her report that had not been already covered. Allison mentioned that she would like board members to keep the hard copies of the report that were printed for them as it contains excellent resources.

**Action Items**

*Approval of the January 26, 2026 Board of Directors Meeting Minutes*
Annette Zinky moved to approve the January 26, 2026 Board of Directors Meeting Minutes. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, and Zinky voting in favor.]

*Approval of the Revised Fiscal Year 2025-2026 Budget via Roll Call Vote*
Michelle Davidson moved to approve the Revised Fiscal Year 2025-2026 Budget. The motion was seconded by Michael Medici and passed unanimously via roll call vote without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, and Zinky voting in favor.]

*Approval of the School Year 2026-2027 Student Fees*
Michelle Davidson moved to approve the School Year 2026-2027 Student Fees. Marcelino Quiñonez requested clarification on the differences in the fees from this year to next. When the questions was satisfactorily answered, the motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, and Zinky voting in favor.]

*Executive Session*
At 7:06 p.m. Marcelino Quiñonez moved that the Board of Directors commence an executive session in order to discuss the purchase, sale, or lease of real property pursuant to: ARS §38-431.03 (A)(7). The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, and Zinky voting in favor.]

The executive session ended at 7:35 p.m.

**Adjournment**
Michael Medici moved to end the meeting. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, and Zinky voting in favor.]

The meeting adjourned at 7:36 p.m.

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Minutes reviewed and accepted on: March 23, 2026

Signed by: Leola A. Abraham
Leola A. Abraham (Mar 25, 2026 12:42:57 PDT), Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, March 23, 2026 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** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **P** |
| **Carrie Larson** | **P** | **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **A** |
| **Marcelino Quiñonez** | **A** | **Nonnie Shivers** | **P** | **Annette Zinky** | **P** |
| David Alderslade | P | Jennifer Delgado | P | Elizabeth (Liz) Goodman | 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** | |
| | Allison Otu |
| **Mission Moment** | |
| Tri-M Talent Show | Eva Pombo & Liam Wohlert |
| **Board Recognition** | |
| | Allison Otu |
| **Discussion Items** | |
| Resource Development<br>• Development Dashboard<br>• Showcase Sponsorship | Allison Otu & Leslie Religioso |
| Governance Committee<br>• Fiscal Year 2026-2027 Handbooks | Nonnie Shivers & David Lujan |
| • Sexuality Education Curriculum | Eva Pombo |

| Consent Agenda | |
|---|---|
| Board President Updates | Allison Otu |
| Executive Director Report | David Lujan |
| Development & Marketing Director Report | Leslie Religioso |
| **Action Items** | |
| Approval of the January 26, 2026 Board of Directors Meeting Minutes | |
| Approval of the Percussion Ensemble Trip to Field of Steel in Tucson | |
| **The Board of Directors may vote to hold an executive session** for the purpose of discussing negotiations for the purchase, sale or lease of real property pursuant to: ARS §38-431.03 (A)(7) Property | |
| **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 5:32 p.m.

**Call to the Public**
No members of the public were present in the Zoom meeting at that time; Allison moved to the next agenda item.

**Mission Moment**
Liam Wohlert let the Board know that ASA's music honor society, Tri-M, will be bringing back the school's talent show. Student and faculty acts will perform at the show produced by Tri-M on April 24th at 6:00pm in the Leah Fregulia Amphitheatre. This is a benefit show for the PV Community Food Bank, so admission is payable with a non-perishible food item.

**Board Recognition**
Since Liz Goodman was not able to attend the February meeting, Allison took the opportunity to thank her in person for arranging two tour groups of parents from Desert View Learning Center in Paradise Valley. LIz said the tour was very successful and there is interest in applying to ASA among some of the families who came on the tours.

For the month of March, Allison recognized Jennifer Delgado for arranging a meeting for David Lujan with a local foundation. The meeting was productive and David was able to secure a funding pledge for some much-needed musical instruments as well as some marketing and long-range planning assistance. Allison also thanked Marcelino Quiñonez for securing a Signature Series sponsor for the Mainstage Play, *I Need My Monster*.

**Discussion Items**
*Resource Development*

- Allison told the Board that they should have received their individual fundraising dashboard via email from Leslie Religioso prior to the meeting. They will be receiving their confidential individual dashboards every month to aid them with a more targeted approach with their fundraising efforts. Leslie added that the general Development Dashboard was shared on the Board Portal; it has been redesigned for more clarity and legibility.

- Leslie and Allison went over the fundraising priorities for the next few months, assigning “homework” to the Board:
  - Based on their personal dashboards those board members who have not paid their Annual Fund pledges are requested to do so by April 1st.
  - We are still in need of a sponsor for the Spring Dance Recital at the Ballet Arizona Dorrance Theatre; Signature Series sponsorship opportunities close on April 11th.
  - The Annual Parent Meetings for returning families are happening this week. This is our main occasion to set expectations and gauge, via pledge and donation, where the Annual Fund will stand at the beginning of next school year.
  - April 15th is the final day for Tax Credit donation, so this is the last opportunity for board members to make network outreach to Arizona residents who can still benefit from this donation.
  - As we move rapidly toward Showcase and the end of the fiscal year, corporate sponsorship is very important to help close the Annual Fund gap. Board members were asked to make introductions of corporate connections to David and Leslie if they were not comfortable making the sponsorship ask themselves.
- Leslie reminded the Board that the school will be applying for some grants and an important component in being considered is the percentage of board and staff members -- along with families -- that donate to the school. It illustrates the stakeholders’ belief and engagement in ASA and makes an application more favorable.
- Several more Showcase sponsors have been secured since the February meeting including the Presenting Sponsor. The Showcase reception will take place before the May 27th show at a reception room in the Orpheum Theatre; this remains a great cultivation opportunity to introduce possible new benefactors to ASA.

*Governance Committee*
David informed the Board that the first drafts of all of the Fiscal Year 2026-2027 school handbooks are under review by the Governance Committee. There will be minimal changes to all of the handbooks and the Board will receive drafts for review at the April meeting with the final drafts to be approved at the May meeting.

*Sexuality Education Curriculum*
Eva Pombo presented her research on expanding ASA’s sexuality education curriculum to be more LGBTQ+ inclusive. Eva was able to articulate the student population’s desire to be more comprehensive based on ASA’s longstanding culture of acceptance and the fact that a large portion of our student body identifies as LGBTQ+. She cited state law regarding sexuality education in public schools and requested that the Board and Administration consider a more inclusive approach.

**<u>Consent Agenda</u>**
*Board President Updates*
Allison presented a summary of a convening she attended at the Flinn Foundation entitled “Capitalization in a Changing Environment”. The thrust of the seminar was to help arts-centered nonprofits understand how to monetize in an era of inflation, changing altruistic behavior, and changing audience demographics. Allison shared the shift in focus and mindset that ASA needs to adopt in order to have fundraising success in a changing arts philanthropy environment.

*Executive Director Report*
David wanted to focus on the enrollment portion of his report. Student enrollment is the success driver of the school. We have a promising enrollment number for the next school year, the past three Shadow Days have been full and we are seeing applications as a result. When applicants are asked, they still indicate word-of-mouth as the predominant recruiting tool of ASA. David requested that as the school’s best ambassadors, that board members continue to suggest ASA as an option to people they know with school-aged children.

Enrollment has a direct impact on the budget and as it has been down over the past few years, ASA needs to pare down faculty and staff to reflect the lower student count. Our current staff structure is based on 850 students; during this contract period thirteen teachers were sadly informed that their contracts are not being renewed for the 2026-2027 school year in order to balance class ratios and preserve our current cash reserves. The goal has been to not scare stakeholders from ASA; negative rumors have been circulating about ASA future viability. Nothing is further from the case; these measures are being taken in order to *keep* ASA financially healthy and provide ASA students with the quality educational programs we have provided all along.

David reported that ASA has almost completed the 15-year review with the Arizona State Board of Charter Schools (ASBCS). All required documents have been submitted, the ASBCS came for a pop-in visit to the school in February, and the desk review with members of Administration was performed on March 17th. ASBCS will have a final report within 30 days and it may affect a few minor policy changes. David will share the report with the Board when it is completed and sent to ASA.

*Development & Marketing Director Report*
Leslie said that she continues to be blown away by the students' performances at events like Masterworks. The next Signature Series performance is the Mainstage Play, *I Need My Monster*. ASA will host a pre-show reception on Saturday, March 28th for the playwright, Anne Negri, and board members are encouraged to attend the reception along with the Saturday performance followed by a talkback session with Ms. Negri. ASA is mounting the first-ever production of this play and this is a wonderful opportunity to invite possible donors to see an ASA production.

**Action Items**
*Annette Zinky left the meeting before the Action Items.*

*Approval of the February 23, 2026 Board of Directors Meeting Minutes*
Michael Medici moved to approve the February 23, 2026 Board of Directors Meeting Minutes. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, and Shivers voting in favor.]

*Approval of the Percussion Ensemble Trip to Field of Steel in Tucson*
Scott Stone moved to approve the Percussion Ensemble Trip to Field of Steel in Tucson. requested clarification on the differences in the fees from this year to next. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, and Shivers voting in favor.]

*Executive Session*
At 6:40 p.m. Allison Otu moved that the Board of Directors commence an executive session in order to discuss the purchase, sale, or lease of real property pursuant to: ARS §38-431.03 (A)(7). The motion was seconded by Michael Medici and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, and Shivers voting in favor.]

The executive session ended at 6:55 p.m.

**Adjournment**
Leola Abraham moved to end the meeting. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, and Shivers voting in favor.]

The meeting adjourned at 6:56 p.m.

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Minutes reviewed and accepted on: April 27, 2026

Signed by: Leola A. Abraham (Apr 30, 2026 16:14:24 PDT)__________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, April 27, 2026 at 5:30 p.m.**
***On Campus*: Building A, Room 129**

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

| | | | | | |
|---|---|---|---|---|---|
| **Allison Otu, President** | **P** | **Michelle Davidson, Vice President** | **P** | **Leola Abraham, Secretary** | **P** |
| **Scott S. Stone, Treasurer** | **P** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **A** |
| **Carrie Larson** | **A** | **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **P** |
| **Marcelino Quiñonez** | **P** | **Nonnie Shivers** | **P** | **Annette Zinky** | **A** |
| David Alderslade | P | Jennifer Delgado | P | Elizabeth (Liz) Goodman | 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** | |
| | Allison Otu |
| **Mission Moment** | |
| Answering the Question: Why ASA?<br>• 5:35pm \| Room A-101<br>  ○ Guitar Foundations 3 Performance, Department Mission Statement<br>• 5:45pm \| Room B-107<br>  ○ World Guitar Performance, Student Q&A, Wrap-up | Joshua Pierce, Eva Pombo & Liam Wohlert |
| **Board Recognition** | |
| | Allison Otu |
| **Discussion Items** | |
| Finance Committee<br>• Financial Reports<br>• Fiscal Year 2026-2027 Budget Update | Scott Stone & Elizabeth Shaw |

| | |
|---|---|
| Resource Development<br>● Development Dashboard<br>● Showcase Sponsorship | Allison Otu & Leslie Religioso |
| Governance Committee<br>● Fiscal Year 2026-2027 Handbook Update<br>● New Board Member Nomination | Nonnie Shivers & 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 March 23, 2026 Board of Directors Meeting Minutes | |
| Approval of the Revised Fiscal Year 2025-2026 Community Handbook | |
| Approval of the Revised School Year 2026-2027 Student Fees | |
| Approval of Jaime Dempsey as a Member of the Board of Directors as of June 1, 2026 | |
| 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 5:31 p.m.

**Call to the Public**
No members of the public were present at the meeting to make comments on the agenda, so Allison moved to the next agenda item.

**Mission Moment**
Allison first congratulated Liam Wohlert and Tri-M on a very successful talent show the prior Friday evening. The price of admission was at least one canned good or other nonperishable item for the PV Community Food Bank; Liam reported that they were able to collect four large boxes of food.

Joshua Pierce introduced the agenda for an extended Mission Moment that would include guitar student performances in their classroom environments followed by a Q&A with Upper School students. This was an effort to help board members see ASA's mission in action and give them an aid in answering the question, "Why ASA?" when asked by potential sponsors and families. Board members first went to a Lower School classroom in Building A to see the Guitar Foundations 3 class perform "Sun Dance" by Annette Kruisbrink, they then went across campus to Building B to see Upper School World Guitar students perform two movements of "Road to the Sun" by Pat Metheny. Both groups were very accomplished.

Following the performance Eva Pombo and Liam led some of the World Guitar students and a question and answer session. The students discussed how their education at ASA impacted them as performing artists, as academic students, and as people. Most of the students have attended ASA since 5th grade and were able to discuss their growth in all three areas and give their perspectives on the school's strengths and areas for improvement, most particularly in allowing for more dedicated performance and practice spaces. They were also able to show the Board the natural ties between performing arts and academic performance; all four of the students were seniors going into STEM majors at high-level colleges and universities, but all feel that they are moving on with a sense of how to conduct themselves in this next phase as individuals and as team players.

Upon returning to the meeting room, the Board moved on to the balance of the agenda.

**Board Recognition**

Allison recognized board members Leola Abraham, Annette Zinky, and Michelle Buckley for bringing in new, as well as increased, sponsorship to Showcase. Additionally, Mike Medici purchased twenty Showcase tickets that he will be giving to middle school students in the Roosevelt School District who are interested in the performing arts, in an effort to show them what ASA can do to help develop their skills on the high school level.

**Discussion Items**

*Finance Committee*

Liz Shaw and Scott Stone said that the February/March financial reports were available on the Board Portal for review and that they were continuing as anticipated considering we have fallen below the bond covenants. Liz informed them the Fiscal Year 2026-2027 budget is in process and there would be a draft version for review at the May meeting.

*Resource Development*

Leslie Religoso informed the Board that we are now above $50k in sponsorship for Showcase, but the goal has been extended to $100k to help bridge some of the gap in the Annual Fund. Leslie told board members the three things they can do to help:

- Sell more sponsorships; she can accept them until May 11th to allow potential sponsors to receive the benefit of promotion in the Showcase program.
- Buy their own and guest tickets. This is an excellent way to introduce future sponsors to ASA, by allowing them to see what sponsorship can do for our students.
- Invite VIPs to the reception prior to the May 27th show.

*Governance Committee*

David let the board know that draft versions of the Fiscal Year 2026-2027 handbooks would be made available to them at the May 18th meeting rather than this one to allow the faculty to review some curriculum policies at their next professional development day before presenting them to the Board; final drafts will be voted on at the June 22nd meeting. However, a revised version of the Fiscal Year 2025-2026 Community Handbook is up for approval during the Action Items to make it compliant with the ASBCS 5-year review findings.

David also reintroduced Jaime Dempsey who would be up for approval as a new board member during the Action Items.

**Consent Agenda**

*Board President Updates*

Allison reminded the Board that next week is teacher appreciation week. Traditionally, the Board has sponsored the Friday lunch from Little Miss Barbeque and she asked those members willing to contribute and continue the tradition. There was a very positive response.

*Executive Director Report*

David reminded the Board that there would be a strategic planning session at Helios Education Foundation the following day at Noon. He also pointed out that the ASBCS 5-year review report was available on the Board Portal and that in addition to the Fiscal Year 2026-2027 Community Handbook, a revised version of the School Year 2026-2027 Student Fee schedule would also be up for approval during the Action Items to bring it into compliance.

*Development &  Marketing Director Report*
Leslie asked the board to review the Development Dashboard and use the fundraising tools linked in her report.

**Action Items**
Lorisa Pombo left the meeting prior to the Action Items due to another ASA obligation.

*Approval of the March 23, 2026 Board of Directors Meeting Minutes*
Mike Medici moved to approve the March 23, 2026 Board of Directors Meeting Minutes. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Medici, Quiñonez, and Shivers voting in favor.]

*Approval of the Revised Fiscal Year 2025-2026 Community Handbook*
Marcelino Quiñonez moved to approve the revised Fiscal Year 2025-2026 Community Handbook. The motion was seconded by Leola Abraham and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Medici, Quiñonez, and Shivers voting in favor.]

*Approval of the Revised School Year 2026-2027 Student Fees*
Scott Stone moved to approve the revised School Year 2026-2027 Student Fees. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Medici, Quiñonez, and Shivers voting in favor.]

*Approval of Jaime Dempsey as a Member of the Board of Directors as of June 1, 2026*
Michelle Davidson moved to approve Jaime Dempsey as a Member of the Board of Directors as of June 1, 2026. The motion was seconded by Marcelino Quiñonez and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Medici, Quiñonez, and Shivers voting in favor.]

**Adjournment**
The agenda having been completed in its totality, the meeting adjourned at 6:53 p.m.

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Minutes reviewed and accepted on: May 18, 2026

Signed by: Leola A. Abraham (May 26, 2026 09:29:54 PDT), Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, May 18, 2026 at 5:30 p.m.**
***On Campus*: Building A, Room 129**

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

| | | | | | |
|---|---|---|---|---|---|
| **Allison Otu, President** | **P** | **Michelle Davidson, Vice President** | **A** | **Leola Abraham, Secretary** | **A** |
| **Scott S. Stone, Treasurer** | **P** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **P** |
| **Carrie Larson** | **P** | **Michael Medici, AIA** | **P** | **Dr. Lorisa Pombo** | **P** |
| **Marcelino Quiñonez** | **A** | **Nonnie Shivers** | **A** | **Annette Zinky** | **P** |
| David Alderslade | P | Jennifer Delgado | P | Elizabeth (Liz) Goodman | A |
| 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** | |
| | Allison Otu |
| **Mission Moment** | |
| • Outgoing SHBM Reflections<br>• Introduce Incoming SHBM | Eva Pombo & Liam Wohlert |
| **Board Recognition** | |
| | Allison Otu |
| **Discussion Items** | |
| Finance Committee<br>• Financial Reports<br>• Fiscal Year 2026-2027 Budget Draft | Scott Stone & Elizabeth Shaw |
| Resource Development<br>• Development Dashboard<br>• Showcase | Allison Otu & Leslie Religioso |

| | |
|---|---|
| Governance Committee<br>● Fiscal Year 2026-2027 Handbook Drafts | Nonnie Shivers; David Lujan& Elma Bass |
| Strategic Plan<br>● Draft Review | David Lujan and Elma Bass |
| **Consent Agenda** | |
| Board President Updates | Allison Otu |
| Executive Director Report | David Lujan |
| Development & Marketing Director Report | Leslie Religioso |
| **Action Items** | |
| Approval of the April 27, 2026 Board of Directors Meeting Minutes | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing personnel issues pursuant to: ARS §38-431.03 (A)(1) Personnel | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing negotiations for the purchase, sale or lease of real property pursuant to: ARS §38-431.03 (A)(7) Property | |
| 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.

**Call to the Public**

Fifth grade parent Niya Ferrante-Gima asked to address the Board regarding an item on the agenda and another issue that was not. Allison gave a brief review of the rules for public comment and allowed Ms. Ferrante-Gima her allotted time to speak. Ms. Ferrante-Gima stated that she and other parents that she has spoken with are worried that Honors courses are being eliminated next year; the rigor and challenge that they offer is a fundamental reason that they attend ASA. She added that should this level no longer be available some would reconsider their children attending ASA. Her second point was that, as an educator of 23 years, she has a grave concern about the amount of screen time students have in the classroom as it is proven to be bad for kids; ASA has a good policy regarding mobile phones as she asked that Administration consider lessening computer use in favor of more paper-based learning.

Ms. Ferrante-Gima was thanked and her comments acknowledged; David Lujan said that her concerns about Honors credits would be addressed in the Discussion Items and screen time suggestion would be taken to Administration.

**Mission Moment**

Allison began by thanking Joshua Pierce for coordinating the special extended Mission Moment last month and Eva Pombo and Liam Wohlert for facilitating the Q&A with the high school students at the end; the Board found it enjoyable and enlightening. She also thanked them for the impactful insights they have given over the course of their tenure.

This month, Liam and Eva shared their reflections on the two years they served as Student Honorary Board Members (SHBM). Liam stated that he is extremely grateful for the incredible experience of serving, especially the opportunities to impact the school community like Strategic Planning which allowed him to see that everyone wants the best for ASA even if they do not agree how to get there all the time. He also said how thankful he was for his time at ASA; the inviting culture, the teachers, and learning about music helped shape his plans to be an engineer. Eva echoed all of Liam's sentiments and added that she also appreciated being met with a listening ear in Administration about her sentiments regarding the Sex Education curriculum and the opportunity to share her presentation to the Board. She said this is a role model on what leadership should be.

Eva and Liam then introduced their successors for the 2026-2027 school year, Lola Morales and Promise Ndayiragije, both from the Class of 2027. Lola and Promise each gave an overview of their involvement in ASA and what they hope to accomplish as SHBMs in the coming year.

**Board Recognition**

Allison recognized Eva and Liam for all of their hard work on the board and for their scholastic success at ASA and wished them well at Stanford and Swarthmore, respectively.

**Discussion Items**

*Finance Committee*

Liz Shaw said that the April financial reports show the school holding steady and the financials where they were expected to be with expenditures at a minimum. David and Scott Stone let the Board know the budget draft will need some more adjustment; it is built on 620 students and as of now, we are looking to start the year with 600 students, which would go down with attrition by the 100th day. The budget is in the black, but will need more cuts if ASA is to meet the bond covenants. David then discussed the Annual Fund's importance to the budget and some Strategic Planning expenses and how they may be covered by an outside education coalition so as not to impact the balance of the budget.

*Resource Development*

Leslie Religioso stressed that the primary focus right now is Showcase. She shared out current sponsorship and ticket sales and asked the Board to continue promoting Hearts for the Arts and ticket purchases. Showcase profits directly benefit the Annual Fund and it is an impactful contribution to help make up some of the shortfall this year. Allison encouraged the board members to make one last outreach to their networks and to invite people who could be interested in getting involved with ASA to the reception.

*Governance Committee*

David gave an overview of the minor changes to the majority of the Fiscal Year 2027-2028 handbooks, predominately name and title changes. More changes were made to the Student Code of Conduct to offer additional clarity around discipline policies. The Community Handbook did present a policy change to Honors courses, but far from getting rid of them as expressed earlier, *all* courses will have increased rigor with advanced work available as a subset to students who want and/or need it. The distinction of Honors versus regular courses was a relatively new invention to bring students with post-pandemic academic deficiencies back up to pre-pandemic standards.

There will be forums and surveys over the next few weeks to keep students and families informed as the syllabi and master schedule is finalized, but the expectation is that ASA will be able to offer *more* Honors opportunities than in the past with increased standards for all students.

The Board then discussed the need for and methods of effective communication so this and other important messaging is not lost and that parents and students clearly feel that they know what is happening and that they have a stake. To do otherwise comes with a risk of losing students to gossip and confusion. Administration will review communication plans with members of the Board.

*Strategic Planning*
The draft strategic plan provided to the Board incorporates key themes from feedback sessions and establishes four key strategic priorities:

- ASA school redesign (ASA 3.0)
- Build a sustainable funding and facilities strategy
- Redesign the student experience for retention and agency
- Strengthen talent and capacity

The goal is to have a final document over the summer. This is a 3-year plan that lays the framework for ASA's ongoing future and how to meet the needs of today's students and what they will need to meet ongoing socioeconomic change.

**<u>Consent Agenda</u>**
*Board President Updates*
Allison again stressed the importance of the final push towards Showcase. She also thanked the Board for their contributions towards the Board-sponsored lunch during Teacher Appreciation Week.

*Executive Director Report*
David did not have anything to add to his written report.

*Development & Marketing Director Report*
Leslie did not have anything to add to her written report, but expressed her gratitude to the Board for their support.

**<u>Action Items</u>**

*Approval of the April 27, 2026 Board of Directors Meeting Minutes*
Michael Medici moved to approve the April 27, 2026 Board of Directors Meeting Minutes. The motion was seconded by Carrie Larson and passed unanimously without further discussion. [Otu, Stone, Brown, Buckley, Larson, Medici, Pombo, and Zinky voting in favor.]

*Executive Session*
At 6:41 p.m. Annette Zinky moved that the Board of Directors commence an executive session in order to discuss the purchase, sale, or lease of real property pursuant to: ARS §38-431.03 (A)(7) and for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel. The motion was seconded by Michelle Buckley and passed unanimously without further discussion. [Otu, Stone, Brown, Buckley, Larson, Medici, Pombo, and Zinky voting in favor.]

The executive session ended at 7:15 p.m.

**<u>Adjournment</u>**
Michelle Buckley moved to end the meeting. The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Stone, Brown, Buckley, Larson, Medici, Pombo, and Zinky voting in favor.]

The meeting adjourned at 7:16 p.m.

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Minutes reviewed and accepted on: June 22, 2026

Signed by: Leola Abraham (Jul 23, 2026 18:26:24 EDT)____________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Friday, June 12, 2026 at 10:00 a.m.**
***Google Meet:* meet.google.com/hqg-nmwg-maa**

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

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

## Agenda Items

| | |
|---|---|
| **Call to the Public** | |
| | Allison Otu |
| **Discussion Items** | |
| Ad Hoc Communications Council<br>• Vision & Goals | Allison Otu |
| ASA Bonds | Allison Otu, Scott Stone & David Lujan |
| ASA Leadership Structure | Allison Otu & David Lujan |
| The Board of Directors may vote to hold an executive session for the purpose of discussing personnel issues pursuant to: ARS §38-431.03 (A)(1) Personnel | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing confidential records pursuant to: ARS §38-431.03 (A)(2) Confidential Records | |
| 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 10:03 a.m.

She thanked the members of the Board for their attendance at this special meeting and also thanked them for their efforts for and attendance at Showcase as the school met the fundraising goal for the event.

**Call to the Public**
There were no members of the public present; Allison moved on to the Discussion Items.

**Discussion Items**

*Ad Hoc Communications Council*
Allison announced that the Ad Hoc Communications Council has been active over the past month. She, Leloa Abraham, and Jaime Dempsey are working with members of Administration to target the school's messaging around retention, recruitment, and fundraising to align with the strategic plan. They will also be working to find ways that comms to families can be consolidated and streamlined. David Lujan thanked Allison, Leola, and Jaime for their time, effort, and expertise.

*Executive Session*
At 10:08 a.m. Marcelino Quiñonez moved that the Board of Directors commence an executive session in order to discuss confidential records pursuant to: ARS §38-431.03 (A)(2)and for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1). The motion was seconded by Mike Medici and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

The executive session ended at 11:10 a.m.

**Adjournment**
Marcelino Quiñonez moved to end the meeting. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Abraham, Stone, Brown, Buckley, Larson, Medici, Pombo, and Quiñonez voting in favor; Davidson, Shivers, and Zinky left before the end of the meeting.]

The meeting adjourned at 11:11 a.m.

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Minutes reviewed and accepted on: June 22, 2026

Signed by: Leola Abraham (Jul 26, 2026 18:35:37 PDT)________________, Board Member

# Arizona School for the Arts
## Board of Directors Meeting Minutes
**Monday, June 22, 2026 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** | **Melvin (Mel) Brown** | **P** | **Michelle Buckley** | **P** |
| **Carrie Larson** | **P** | **Michael Medici, AIA** | **A** | **Dr. Lorisa Pombo** | **P** |
| **Marcelino Quiñonez** | **P** | **Nonnie Shivers** | **P** | **Annette Zinky** | **P** |
| David Alderslade | A | Jennifer Delgado | P | Elizabeth (Liz) Goodman | P |
| Jaime Dempsey | P | Joshua Pierce, Honorary Arts Faculty | A | Todd Webster, Honorary Academic Faculty | P |
| Eva Luz Pombo, Honorary Student | A | Liam Wohlert, Honorary Student | A | David Lujan, Executive Director | P |
| Leslie Tan Religioso, Development Director | P | Carolyn Smith, Executive Office Manager | P | Forrest Valora II, Business Manager | P |

## Agenda Items

| | |
|---|---|
| **Call to the Public** | |
| | Allison Otu |
| **Mission Moment** | |
| Showcase Reel | Leslie Religioso |
| **Board Recognition** | |
| | Allison Otu |
| **Discussion Items** | |
| Finance Committee<br>• May 2026 Reports<br>• Proposed Fiscal Year 2026-2027 Budget | Scott Stone |
| Resource Development<br>• Showcase Update | Allison Otu & Leslie Religioso |
| Governance Committee<br>• Fiscal Year 2026-2027 Handbook Final Drafts | Nonnie Shivers & David Lujan |

| | |
|---|---|
| Fiscal Year 2027-Fiscal Year 2029 Strategic Plan | 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 May 18, 2026 Board of Directors Meeting Minutes | |
| Approval of the June 12, 2026 Board of Directors Meeting Minutes | |
| Approval of Proposed Fiscal Year 2026-2027 Budget via Roll Call Vote | |
| Approval of the Fiscal Year 2026-2027 Community Handbook | |
| Approval of the Fiscal Year 2026-2027 Student Code of Conduct | |
| Approval of the Fiscal Year 2026-2027 Employee Handbook | |
| Approval of the Fiscal Year 2026-2027 Emergency Operations Plan | |
| Approval of the Fiscal Year 2026-2027 Facility Use Handbook | |
| Approval of the Fiscal Year 2026-2027 Teacher Evaluation Handbook | |
| Approval of the Revised Fiscal Year 2025-2026 Special Education Policies & Procedures Manual | |
| Approval of the Fiscal Year 2026-2027 Special Education Policies & Procedures Manual | |
| Approval of the Fiscal Year 2027-Fiscal Year 2029 Strategic Plan | |
| Approval of the Fiscal Year 2026-2027 Head of School Contract | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing personnel issues pursuant to: ARS §38-431.03 (A)(1) Personnel | |
| The Board of Directors may vote to hold an executive session for the purpose of discussing confidential records pursuant to: ARS §38-431.03 (A)(2) Confidential Records | |
| 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 5:34 p.m.

**Call to the Public**

There were no members of the public present who wished to comment. Allison welcomed Juliana Montes, a Secondary Education Licensure Candidate at GCU who was present to observe the board meeting.

**Mission Moment**
Leslie Religioso shared a highlight reel from the Showcase performances on May 27th and 28th. The reel was created by Marketing and Communications Manager Jess Downs from still photos taken by an ASA parent.

**Board Recognition**
Allison recognized Board Treasurer Scott Stone for all the work he has been doing to keep the school's finances on track..

**Discussion Items**

*Finance Committee*
David Lujan introduced ASA's new finance contractor, Forrest Valora of Impact Business Solutions. Forrest reviewed the Year to Date Monthly Forecast as of May. Forrest noted that school leadership is making all the correct decisions to keep the school financially stable. Scott Stone gave an overview of the satisfaction of the school's bonds covenants regarding debt service ratio and necessary cash on hand. Scott then reviewed the Fiscal Year 2026-2027 budget summary vs Fiscal Year 2025-2026; David noted that we are projecting a net income that is $857k below FY26, but it is based on a very conservative budget of 620 vs. 682 students. David added that enrollment projections show a possible increase in the number of students on the 1st day of school, but the budget will stay at 620 out of caution. David is still working with the bond holders to adjust the school's payment for the coming year to help with budget expenditures.

*Resource Development*
Leslie Religioso reviewed the ticket and sponsorship revenue and net profits from Showcase. Leslie explained that the net ticket revenue was down from last year due to two main contributing factors: 1.) To make the tickets more attainable for families, the base price point was lowered and ASA ate some of the fees that are charged by the Orpheum for online ticket sales and also further reduced ticket prices for families in need; 2.) To counterbalance the fact that we had two nights of ticket sales as compared to one last year, we also had two days and nights worth of front- and back-of-house support to pay the Orpheum out of the gross ticket revenue. The extra sponsorship sold over goal helped make up some of the budget shortfall; Showcase netted out to $13.5k budget shortfall. For next year, the Showcase planners will negotiate an estimated night-of expenses up front to help mitigate any surprises on the back end. Marcelino Quiñonez said that he appreciated that the school helped families in need see their children in Showcase; Leslie added that when sponsors are not using all of the tickets that they are allotted as part of their package, she asks them to donate the seats back and gives them families who cannot afford tickets at all. Allison said that this is an excellent philanthropic point to make with potential sponsors next year and David said that he and Leslie will have the 2026-2027 sponsorship packets ready at the beginning of the school year.

Leslie let the Board know that the Fiscal Year 2024-2025 Annual Report is on the board portal for their review and use. She told them that it is a good touchpoint for potential sponsors and families because it highlights all of the great things that occur at the school over the course of a year. She noted that it is being released later than anticipated, but the FY26 report should be ready by the late fall of the coming year.

Allison informed the Board that the Ad Hoc Communications Council continues to work with Elma and the Development Team to work on unified communications strategies.

*Governance Committee*
David noted that the majority of revisions in the final drafts of the handbooks reflect recent title changes, expanded information on Honors Credit and Honors Extensions, and Credit Recovery and Attendance. He shared some additional clarifying language for the Honors Credit and Honors Extensions section in Community Handbook that Jennifer Delgado contributed; if agreed, the board would approve the CHB in during the Action Items with the amended language.

*Strategic Planning*
David said the final version of the Fiscal Year 2027-Fiscal Year 2029 Strategic Plan that was made available on the board portal incorporates all of the points shared with the Board in the draft version the previous month. If approved the school will move forward with the strategic plan with measurement tools in place to ensure goals are achieved to move towards ASA 3.0. We will be working with Transcend Education to help map out what ASA will look like for the next 30 years using the strategic plan as a springboard.

**Consent Agenda**
*Board President Updates*
Allison shared information she gleaned from a report published on June 17th by Education Forward Arizona which concluded that Arizona's Fiscal Year 2027 budget for education is grossly underfunded to attain Arizona's educational goals. As of now just 31% of 3-4 year olds are in a quality early learning setting, 36% of 3rd graders are proficient or highly proficient in ELA, and 27% of 8th graders are prepared to be successful in high school math. David noted that Elma Džanić Bass will be presenting the school's test scores at the August meeting which will compare favorably to the state average; as previously stated, many 5th and 6th graders come to us from other districts and the 5-6 teaching team work hard over the course of the school year to close learning gaps.

*Executive Director Report*
David said that his report included a conservative school year 2027 enrollment projection by grade which currently projects 619 students on the first day of school. Not included are current families who have not completed and submitted paperwork or students who are in danger of being retained in their SY26 grade; we do not want to assume they will be coming back and overinflate the enrollment number. There are also a few new families in the pipeline who applied before Administration went on break on June 18th when enrollment for the year was closed, and may start in the new school year. Conservatively, the starting count could go up to 625. A discussion followed on grades levels that have a waitlist and a healthy number of 9th graders who will begin high school at ASA which was an important goal for this year.

*Development & Marketing Director Report*
Leslie did not have a report this month in light of the FY25 Annual Report.

**Action Items**

*Approval of the May 18, 2026 Board of Directors Meeting Minutes*
Mel Brown moved to approve the May 18, 2026 Board of Directors Meeting Minutes. The motion was seconded by Marcelino Quiñonez and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the June 12, 2026 Board of Directors Meeting Minutes*
Michelle Davidson moved to approve the June 12, 2026 Board of Directors Meeting Minutes. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Proposed Fiscal Year 2026-2027 Budget via Roll Call Vote*
Annette Zinky moved to approve the Proposed Fiscal Year 2026-2027 Budget via roll call vote. The motion was seconded by Michelle Davidson and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Community Handbook*
Mel Brown moved to approve the Fiscal Year 2026-2027 Community Handbook with the proposed additions. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Student Code of Conduct*
Scott Stone moved to approve the Fiscal Year 2026-2027 Student Code of Conduct. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Employee Handbook*
Michelle Davidson moved to approve the Fiscal Year 2026-2027 Employee Handbook. The motion was seconded by Marcelino Quiñonez and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Emergency Operations Plan*
Annette Zinky moved to approve the Fiscal Year 2026-2027 Emergency Operations Plan. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Facility Use Handbook*
Michelle Davidson moved to approve the Fiscal Year 2026-2027 Facility Use Handbook. The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Teacher Evaluation Handbook*
Lorisa Pombo moved to approve the Fiscal Year 2026-2027 Teacher Evaluation Handbook. The motion was seconded by Marcelino Quiñonez and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2025-2026 Special Education Policy & Procedures Manual*
Michelle Davidson moved to approve the Fiscal Year 2025-2026 Special Education Policy & Procedures Manual. Marcelino Quiñonez posed a question whether this was an error since FY26 is almost over; Carolyn Smith explained that the current book needed to be updated with a recent state policy published via memo, before submitting the manual to the ADE. The motion was seconded by Annette Zinky and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2026-2027 Special Education Policy & Procedures Manual*
Marcelino Quiñonez moved to approve the Fiscal Year 2026-2027 Special Education Policy & Procedures Manual. The motion was seconded by Scott Stone and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Approval of the Fiscal Year 2027-Fiscal Year 2029 Strategic Plan*
Michelle Davidson moved to approve the Fiscal Year 2027-Fiscal Year 2029 Strategic Plan. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

*Executive Session*
At 6:53 p.m. Scott Stone moved that the Board of Directors commence an executive session in order to discuss personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel. The motion was seconded

by Leola Abraham and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, Shivers, and Zinky voting in favor.]

The executive session ended at 7:02 p.m.

*Annette Zinky left the meeting during Executive Session*

*Approval of the Fiscal Year 2026-2027 Head of School Contract*
Michelle Davidson moved to approve the Fiscal Year 2026-2027 Head of School Contract. The motion was seconded by Mel Brown and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, and Shivers, voting in favor.]

**Adjournment**
Marcelino Quiñonez moved to end the meeting. The motion was seconded by Michelle Buckley and passed unanimously without further discussion. [Otu, Davidson, Abraham, Stone, Brown, Buckley, Larson, Pombo, Quiñonez, and Shivers, voting in favor.]

The meeting adjourned at 7:10 p.m.

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Minutes reviewed and accepted on: August 24, 2026

Signed by: Michelle Davidson, Board Member