

Uplift Education Board Meeting Minutes – Annual Retreat

Friday, September 10, 2021, at 8 a.m.

A meeting of the Board of Uplift Education was held on the date and time listed above.

Called to Order: 8:12 a.m.

Adjourned: 1:11 p.m.

Executive Committee Members Present:

1. Richard Frapart
2. Cullum Clark
3. Dawn Davidson
4. Cameron Johnson
5. Andre McEwing
6. Lael Melville
7. John McPherson
8. Michael Stack
9. John Beckert – Virtual
10. James Stanton

Trustees Present:

1. Elena McFann
2. Ricky Garcia
3. Cathleen Crews
4. Pilar Davies
5. Andy Scripps
6. Cristina Barbosa
7. Michelle Benson
8. George Conant – Virtual
9. Adam Cox – Virtual

<i>TOPIC</i>	<i>DISCUSSION/CONCLUSIONS</i>	<i>ACTIONS</i>
I. Call to Order and Announcements	A quorum being present, the meeting was called to order at 8:12 a.m. by the chair, R. Frapart. R. Frapart then took attendance of the Executive Committee and stated a quorum of the Board was present. Next, R. Frapart and Y. Bhatia welcomed those present to the meeting and the new CMO space. Y. Bhatia next reviewed the agenda and the goals for the retreat.	
II. Community Forum	No persons were present to speak during community forum.	
III. Consider and Take Action on Previous Board Minutes	<p>R. Frapart introduced the previous Board minutes needing consideration by the Board. These minutes included the following:</p> <ul style="list-style-type: none">• June 22, 2021 – regular meeting of the Board.• August 12, 2021 – special meeting of the Board.• August 24, 2021 – regular meeting of the Board. <p><u>ACTION ITEM</u> – Consider and take action on minutes from previous Board meetings.</p> <p>R. Frapart asked if the Board had a motion.</p>	Upon motion by L. Melville to approve the slate of Board minutes as presented, and seconded by J. McPherson, the Board unanimously voted to approve the slate of Board minutes as presented, including:

		<ul style="list-style-type: none"> • June 22, 2021 – regular meeting of the Board. • August 12, 2021 – special meeting of the Board. • August 24, 2021 – regular meeting of the Board
IV. Board Retreat Introduction, 5 Year Goals, Equity DashBoard	<p>Administration next presented/reviewed the following:</p> <ul style="list-style-type: none"> • Administration played a Back to School 2021 video as a “warm greeting.” • The key planks of the 5-year Board Strategic Plan • The building blocks of the 5-year Plan, addressing academics, college and career, scholar enrollment, talent, brand and culture, and financials services • The 2021-2022 priorities, consisting of Connection, Challenge, and Character, all of which build into 100% engagement • What success looks like to build/develop a “Whole Scholar” • What winning is for the 21-22 school year, including: 96% average daily attendance, 80% respond favorably on Gallup, 70% sense of belonging on Rhithm, 80% teacher retention, 90% scholar retention, and 80% of Uplift schools are A or B • Equity at the center of our building blocks 	
V. Finance and Enrollment Update	<p>Jim Jahnke presented the Finance update to the Board.</p> <p>The first order of business was the recommended amended budget for the 2021 fiscal year. Jim presented the financial numbers to the Board.</p> <p><u>ACTION ITEM:</u> Consider and take action on approving amended budget for 2021 fiscal year.</p> <p>R. Frapart asked if the Board had a motion.</p> <p><u>ACTION ITEM:</u> Consider and take action on annual investment policy.</p> <p>Next, Jim presented the recommended annual Investment Policy, for approval. Jim proposed no changes to the new policy, as there are no new authorized security brokers/dealers and no new authorized investment service providers.</p> <p>R. Frapart asked if the Board had a motion.</p> <p>Jim next discussed vendor equity with the Board, which included the following: his team is currently auditing vendors to identify Historically Underutilized Businesses / Minority or Women-owned Business Enterprises in our ERP and updating vendor profiles to highlight HUB vendors for end users. Next Steps are to establish a committee to review our current status and to formulate appropriate benchmarks.</p>	<p>Upon motion made by M. Stack to approve the amended budget for the 2021 fiscal year, and seconded by C. Clark, the Board unanimously voted to approve the motion, as presented.</p> <p>Upon motion made by M. Stack to approve the annual Investment Policy, and seconded by D. Davidson, the Board unanimously voted to approve the annual Investment Policy, as presented.</p>

	<p>Next, Jim discussed his team’s discretionary spending equity audit, which included the following points:</p> <ul style="list-style-type: none"> • Budget allocation formulas are based on scholar enrollment, Free & Reduced lunch numbers, and socio-economic funding tiers per school. • Evaluating how each school spends their discretionary dollars to help educate principals on best practices and minimum thresholds for certain resources. • Coordinating with the Teaching and Learning Teams to identify standards for grade and course level materials to guide Academic Directors in spending. • Identified areas where network budget reservations were necessary to improve equity between all schools. 	
VI. Development Update	<p>D. Bigham provided the Development Committee’s presentation/update to Board.</p> <p>The aim of the Development Committee is the following: “To create a culture of fundraising within our Board, Staff, and Communities by forging relationships with individuals, foundations, and corporations through the creation of an annual giving program and the launch of our 2021-2026 Capital Campaign.”</p> <p>The Development Committee has three primary focuses: (1) fundraising, (2) marketing and public relations, and (3) scholar recruitment.</p> <p>D. Bigham next reviewed fundraising results from the 2021 fiscal year and the fundraising budget for the 2022 fiscal year.</p> <p>In the context of annual giving, Uplift has annual operating costs that we must fundraise for to operate our programs to fidelity. Existing sources for annual giving include:</p> <ul style="list-style-type: none"> • North Texas Giving Day • Dinner & Dialogue • Annual Holiday Mailer Campaign • Senior Decision Day <p>D. Bigham next explained the important of Uplift’s capital campaign drive and that it supports one-time projects, such as physical buildings and/or the seed funding for a program/project. Uplift’s \$11-15m campaign supports the 2021-2026 Strategic Plan. D. Bigham also noted that gifts to the capital campaign are separate from Uplift’s annual giving efforts.</p> <p>The Board next discussed best practices of Boards where the focus and culture is fundraising, and how Board members think about their own Board giving and engagement. Items discussed included giving opportunities at the beginning of the year, that fundraising be part of new Board member discussions, and that fundraising expectations need to be set.</p> <p>The Board next discussed how it can be more actively engaged in fundraising. Items discussed included attending/scheduling annual events, paid admission to events, sending out emails to potential donors with short bullet points.</p>	

	<p>D. Bigham next discussed marketing and public relations, as well as Uplift's 2021-2022 marketing campaign, which includes advertising across social media platforms, advertising on connected TVS/Devices, advertising on radio stations (Urban/Hispanic/Country), and presence during the Super Bowl on Telemundo.</p> <p>Next, D. Bigham reviewed scholar recruitment efforts. In 2021, Uplift hosted forty different events and brought-on five new community partners. For 2022, the scholar recruitment plan includes the following: increase the number events attended by 50%, deep dive in developing strategies for our kindergarten, 6th, and 9th-grade scholars, increase the number of applications to growth spots, and continuing to build community relationships.</p>	
BREAK	R. Frapart announced the Board was on break.	
VII. Academic Update	<p>Dr. R. Washington provided the Academic update to the Board.</p> <p>Dr. Washington first provided an executive summary, which include the following:</p> <ul style="list-style-type: none"> • A little more than half of our scholar population learned remotely during SY 20-21 • Scholar performance was similar across all learning models • Asian scholar performance on STAAR/EOC was slightly lower than prior year performance but they generally maintained 90% pass rates on each assessment • African-American scholar performance on STAAR/EOC was lower than prior year performance and lags behind all peer groups in mathematics Grades 3-9 and English I • Hispanic/Latinx and White scholar performance on STAAR/EOC was lower than prior year performance • Both LEP and SPED scholar populations declined in pass rates on STAAR/EOC • Regarding scholar performance on DP Assessments, Uplift maintained Diploma Program participation rates, almost 40 more scholars earned the IB Diploma, and more scholars passed their assessments with a score of 4+ (*4=passing and increases opportunity to earn college credit) • Learning from last year informed our priorities – Connection, Challenge, and Character. <p>Dr. Washington next provided data on learning option choices by demographic groups, academic outcomes through the lens of equity, DP participation rates, DP diplomas awarded, and Scholar DP assessment scores above four.</p> <p>Next, Dr. Washington discussed what we learned from our experience last year, which included (1) deepen engagement to support scholar acceleration of learning, ensure that interventions are implemented and impactful, prioritize scholar attendance and teacher/scholar relationships, and ensure we prioritize scholar well-being and systems for culture management.</p>	

	<p>Next, Jonathan Dant, Managing Director of Curriculum and Instruction, provided a presentation and review of deepen engagement.</p> <p>Next, early wins were presented to the Board by Chermanda Frazier, Primary School Academic Director at Gradus, Kevin Gonzalez, Middle School Academic Director at Mighty, and Ahjani Fuller, High School Academic Director at Hampton.</p> <p>Lastly, Dr. Washington reviewed how our academics are performing, how we will know if we are having an impact (reference to the six winning areas), and an update on virtual learning models offered by Uplift.</p>	
VIII. Board Policy Updates	<p>The Board policy update was provided by A. Berk.</p> <p><u>ACTION ITEM:</u> Consider and take action on Accelerated Learning Committee Educational Plan Grievance Policy.</p> <p>First, A. Berk provided rational for a new Accelerated Learning Committee Educational Plan Grievance Policy. A. Berk explained that HB 4545 requires Uplift to put in place accelerated learning education plans for any scholar who did not pass STAAR grades 3–8 or EOC assessments. Accelerated instruction entails either 1) assigning a classroom teacher who is a certified master, exemplary, or recognized teacher, or 2) delivering supplemental instruction (i.e., tutoring) before or after school, or embedded in the school day. Parents are part of the accelerated learning committees, which develop the plans, and a parent may file a grievance if there is a disagreement. This policy identifies the Uplift Parent Grievance Policy as the vehicle for this.</p> <p><u>ACTION ITEM:</u> Train Derailment Policy.</p> <p>Next, A. Berk introduced a new Train Derailment Policy and the rational. A. Berk explained that HB 3597 requires Uplift to include in our multihazard emergency operations plan a policy for responding to a train derailment near an Uplift school or facility. However, a train derailment action plan is not required if an Uplift school or facility is located within 1,000 yards of a railroad track, as measured from any point on the school’s or facility’s real property boundary line.</p> <p>Richard asked the Board if there was a motion to approve the Accelerated Learning Committee Educational Plan Grievance Policy and Train Derailment Policy, as presented.</p>	<p>Upon a motion made by L. Melville, and seconded by D. Davidson, the Board unanimously voted to approve the Accelerated Learning Committee Educational Plan Grievance Policy and Train Derailment Policy, as presented.</p>
BREAK	R. Frapart announced the Board was on break.	
IX. Talent Update	<p>The Talent update was provided by A. Erickson and outside consultant Jarie Bradley, who focused on three items: What is our priority? How did we fare? And, what lies ahead?</p> <p>The national state of teachers was first reviewed. This included the following data points: (1) 92% of teachers nationwide believe their</p>	

	<p>job is more stressful post-pandemic, (2) nationally, teachers are 3 times more likely to experience symptoms of depression, and one out of four teachers report planning to leave the role within the year.</p> <p>Regarding Uplift, A. Erickson presented data points on the following:</p> <ul style="list-style-type: none"> • Talent priorities and metrics (retention, tenure, sentiment, leadership diversity, and teaching staff diversity) • Teacher retention YOY from 2013-current • Teacher retention by region • Teacher retention by campus • Academic Director tenure in role • Academic Director tenure in role versus the national average <p>2021-2022 Talent focus areas include: (1) staying competitive in the already tight market, (2) increasing retention and tenure, and (3) driving equity. Supporting work includes expanding TIA eligibility, extending the reach of excellent teachers, and strengthening our principal pipeline. For driving equity, A. Erickson presented three aspirations being focused on: (1) Uplift scholars having access to same race teachers at different points in their K12 experience, (2) Uplift scholars having exposure to a diverse group of adults over their K12 experience, and (3) Uplift scholars and families having access to teachers and leaders who speak their home language. Objectives and targets for these three aspirations were reviewed.</p>	
X. Board Capacity Building and Lunch	<p>Natalie Martin, an outside consultant and former Uplift Academic Director, presented on best practices for building Board capacity.</p> <p>At 12:15 p.m. R. Frapart next announced the Board was at lunch.</p>	
XI. Closed Session	<p>At 12:54 p.m., R. Frapart retired the Board to closed session to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear a complaint or charge against an officer or employee.</p> <p>At 1:11 p.m., R. Frapart announced the Board was in open session. No decision or action was made by the Board in closed session.</p>	
XII. Adjournment	<p>There being no further business before the Board, R. Frapart adjourned the meeting at 1:11 p.m.</p>	

Respectfully submitted, Alexander S. Berk, Secretary.