HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
277 Park Avenue
New York, NY 10172
January 28, 2017 – 9:00 AM

- **Introductions and Executive Director Report**
- **Inclusion Report**
- **Elementary School Report**
- **Middle School Report**
- **High School Report and Post-Secondary Success Report**
- **Strategic Priorities Discussion and Next Steps**
- **Charter Authorizer Discussion**
- **Lunch and Seminar**

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
January 28, 2017
277 Park Avenue, New York, NY 10172
Minutes

Trustees Present:	Herb Fixler Maureen Singer Ruth Jarmul Herb Kaplan Dennis Mehiel Richard Romanoff Tony Stoupas
Trustees Absent:	Oz Hanley Jeanette Melendez Deborah Dumont
Also present:	Thomas Sturtevant, Executive Director Josh Williams, Director of Development and Communications Joanne Goubourn, Executive Director of Hyde Foundation Celia Sosa, High School Director Lex Zain, Middle School Director Amaris Obregon, Elementary School Director Liz Springer, Special Education Director Laura Troy, Recruitment Director Valarie Hunsinger, K-8 Librarian Matt Hittenmark, Director of College Counseling and Post-Secondary Success James Ford, Independent Educational Management Professional

The meeting began at 9:05 AM, Mr. Fixler presiding.

1. **December 19, 2016 meeting minutes**

   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the December 19, 2016 Board meeting.

2. **Introductions and Executive Director Report**

Mr. Sturtevant began the meeting by encouraging each attendee to introduce themselves. Mr. Sturtevant indicated that the purpose of this annual meeting would be to report on K-16 outcomes at a high level, to set a vision for the future of the school, and to establish priorities for the Board and Senior Leadership Team.

Mr. Sturtevant provided a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the school (See Appendix A). Specifically, Mr. Sturtevant discussed how the strength of Hyde's community and character program supports students' long-term success, and reiterated that Hyde's distinct Family-Based Character Education model has the potential to transform public education in the United States. With regards to the school's opportunities for growth, Mr. Sturtevant noted that high-quality teacher recruitment, development, and retention continue to be strategic priorities for the school.

3. Inclusion Report

Ms. Springer reported on the progress of the school's inclusive programs serving students with special needs, including students with disabilities and English as a New Language students (See Appendix B). Ms. Springer noted that Hyde has experienced a steady increase in its percentage of students with disabilities over the past four years. Ms. Springer commented that the school's focus on character and developing each child's unique potential aligns strongly with inclusive practices; as such, the school has continued to invest in inclusive classrooms and integrated collaborative co-teaching (ICT). Ms. Springer reported that in 2016, Hyde's students with disabilities and ENL students outperformed Bronx District 8 in both math and ELA, and outperformed the state in ELA.

4. Elementary School Report

Ms. Obregon reported on the progress of the school's elementary school program serving students in kindergarten through third grade (See Appendix B). Ms. Obregon indicated that student success in elementary school is foundational for long-term success in middle school, high school, college, and beyond. Ms. Obregon noted that the K-3 Leadership Team has focused intently on building a strong, community-based school culture prioritizing principles over rules and mutually established classroom agreements to support positive student attitudes and behaviors. Ms. Orbregon noted that through morning meetings and closing circles, Hyde Elementary School students are encouraged to take ownership over the classroom culture and build reflective life skills. Ms. Obregon commented that the school is encouraging a relationships and restorative practice based approach to discipline, helping children to take personal responsibility and build trust with their community of peers and teachers. Ms. Obregon indicated that the elementary school is data driven, utilizing assessments like IRLA and others to evaluate students' growth. Ms. Obregon noted that the

K-3 Leadership Team and teachers have been working to strengthen literacy curriculum, including the incorporation of real-world learning assessments and culturally relevant curriculum. For example, Ms. Obregon reported that Hyde third grade students are working on ecosystem projects related to the Bronx Zoo, including multidisciplinary projects and literacy embedded throughout. Ms. Obregon reported that K-3 teachers and administrators were strengthening partnerships with Hyde families through homes visits, parent council meetings, the Family Education Department, and consistent communication.

With regards to opportunities for growth, Ms. Obregon indicated that the Elementary School's physical space continued to be a challenge. With regards to further investments, Ms. Obregon indicated that elementary school teachers could use additional support and time to develop the skills to adapt and differentiate instruction to students' learning styles, developmental stages, and unique learning needs.

5. Middle School Report

Ms. Zain reported on the progress of the school's middle school program serving students in fourth through eighth grade (See Appendix B). Ms. Zain indicated that 2016 – 2017 is the first school year the middle school includes a fourth through eighth grade configuration. Ms. Zain reported that the Middle School Leadership Team's foci/priorities for the year include teachers (professional development, recruitment, and retention), students (academic outcomes, content knowledge, and character growth), and culture (making Hyde "home" for students, families, and teachers). Ms. Zain noted that the students are steadily exhibiting growth in both reading and math, and that a rigorous "writing across the curriculum" program has contributed to student growth. Ms. Zain noted that investments in technology, such as additional Chromebooks and network enhancements, and human capital, such as additional math and ELA coaches, have made a positive impact on the school. Ms. Zain mentioned that beginning in 2015 – 2016, all Hyde eighth grade students complete three New York State Regents Exams; Living Environment, Algebra, and U.S. History. Ms. Zain noted that while this practice may have the potential to drive down Hyde's aggregate New York State Regents scores in the short-term, it is a more rigorous practice that benefits children; as a result of this choice, Hyde students are better prepared for high school and are better able to pursue accelerated learning paths towards AP credit and Advanced Regents diplomas. Ms. Zain reported that nearly 9 out of 10 Hyde Middle School students transition to Hyde High School, and that the school is building a culture where students own discipline and school culture through the Keepers of the Culture group and peer mediation team.

6. High School and Post-Secondary Success Report

Ms. Sosa and Mr. Hittenmark reported on the progress of the school's high school program serving students in ninth through twelfth grade, as well as the post-secondary success program supporting Hyde graduates on the path to college success (See Appendix B). Ms. Sosa noted that the high school has moved to a teams-based approach for college counseling and post-secondary success, increasing the number of resources Hyde graduates have on the path to college success. Additionally, Ms. Sosa reported that the high school has experienced high rates of teacher retention, and that the school's recruiting focus is on teachers with in-depth content knowledge and expertise. Ms. Sosa indicated that the high school is providing students with consistent tools for monitoring their own progress towards graduation, and that by implementing interdisciplinary projects rubrics developed collaboratively, the school is ensuring consistent assessment across the divisions. Ms. Sosa noted that parent engagement at Family Education Department programs is an opportunity for growth, and that the school considering new ways of scaffolding and differentiated FED programs to better engage families who have been with the school for a number of years.

Mr. Hittenmark reported that the school's graduation rates remain high and that Hyde students continue to apply to college, enroll in college, and persist in college, at high rates. Mr. Hittenmark noted that 100% of Hyde seniors have applied to college this school year.

7. Strategic Priorities Discussion

Throughout the divisional reports, the Board of Trustees and Senior Leadership Team generated ideas aligned to the school's five strategic priorities; Leadership Development, Hyde's Differentiation in the Market, Capital Priorities and Program Space, Fundraising, and Leveraging Technology. Mr. Sturtevant reported that the Board of Trustees and Senior Leadership Team would continue to work on these priorities more granularly in 2017 and beyond.

8. Charter Authorizer Discussion

Mr. Ford discussed with the Board of Trustees and Senior Leadership Team the school's opportunity to apply to transition charter authorizers in 2016 – 2017, including the options of seeking authorization from the State University of New York (SUNY) or State Department of Education, or remaining with the New York City Department of Education.

Following discussion, Mr. Romanoff made a motion, Mr. Mehiel seconded the motion, and all Trustees present voted in favor of enabling Mr. Sturtevant and members of the Senior Leadership Team to apply to transition charter authorizers from the New York City Department of Education to the State University of New York with the support of Mr. Ford.

9. Other Business

No report.

10. Public Comments

No report.

11. Adjournment

There being no further business, the meeting was adjourned at 12:33 PM.

Minutes prepared by Josh Williams.

Appendix A

January 25, 2017

The following SWOT analysis of Hyde-Bronx was developed from staff interviews conducted by Executive Director Tom Sturtevant. The purpose of this SWOT analysis is to engage the Hyde-Bronx board members in high-level thinking about the strategic priorities and long-range planning of the school. Furthermore, the SWOT analysis is intended to be a basis for Hyde-Bronx trustees to think about their work on the various committees of the Board as well as the fundraising priorities in the coming year. Finally, this analysis intends underscore the profound value of Hyde-Bronx's mission and why its stewardship is worth each trustee's extra effort and attention.

Strengths:

1. **Character-based Community**
   The Hyde community is deeply ingrained the lives of our students and staff. The institution of Hyde is a constant in the lives of our students, families, staff, and neighbors. In an otherwise transient or unpredictable world, Hyde-Bronx serves as a life-long reference/resource for values and relationships. Over time, students/staff develop a personal perspective on the five words and five principles, and in so doing the students/staff develop a powerful connection to Hyde as an institution and to the values for which Hyde stands. Hyde students talk about the school as "more than a school." Hyde is a part of their identity, and their membership in the Hyde community is meaningful and personally relevant. Additionally, with years of being connected to Hyde (many over ten years), the relationships developed, in the Hyde context and through the Hyde ways, are deeply internalized and become powerful resources for life. The school's community identity and its abiding dedication to Hunts Point give us our special capacity to develop the unique potential of students who are affected by myriad effects of poverty.

2. **High School Outcomes**

Hyde students far outperform CSD 8 high school students in terms of HS graduation rates, college acceptance/attendance rates, and are competitive with KIPP in terms of College persistence and College completion rates. The

character strengths and resourcefulness Hyde graduates bring with them after graduation are the essential factors that differentiate our graduates and enable them to dramatically outperform national norms for high school graduation and college persistence of high poverty.

3. **Senior Leadership**

Hyde's Directors are talented, successful leaders and managers. As leaders and as a leadership team, they have initiated and implemented program improvements and developed a culture of growth. The long-standing faculty members also contribute meaningfully to the Hyde culture and leadership of the school. Their leadership is authentic, caring, and hard-working, deeply dedicated to the students and to the school's success.

Weaknesses:

1. **730 Bryant Avenue, especially for grades 2-3**

On the first floor of the "shared space building" at 730 Bryant Avenue, we have four small, windowless classrooms and two other small classrooms, made out of a single classroom with a partition down the middle. This is simply not good enough. Additionally, in that K-3 space, we have minimal space for counseling, intervention, administration, and parent-engagement. The bathrooms are inadequate.

The shared space challenges with MS424 and District 75 (special needs) #352 limit our scheduling options and prevent K-3 students' access to a gym, science labs/maker spaces, and other possible program spaces. MS 424 has had 3 Principals in 4 years, and it struggles with students' behavior, creating safety issues for our little ones.

2. **Fiefdoms**

The three-divisional organization, with physical separation between the teams, and significantly different "flavors" to each leadership team and each program limits all-school communication and identity.

3. **Teacher turn-over**

Long-serving faculty members and departmental teams sustain the culture and overall success of the school. Our teacher attrition rates of 35% to 40% are too high, and we are addressing the issue in multiple ways.

4. **Grades 3-8 absolute proficiency scores**
   Until we have proficiency rates at or above the city, we will view our testing results as a weakness, and we are addressing the issue through multiple ways.
5. **Teacher Certification compliance**
   Until we are at or under the limit of 15 uncertified teachers, we will view our certification compliance as a weakness. We are addressing the issue through multiple ways.
6. **Too many students are bored**
   We are strengthening our teachers' capacities to engage students effectively through differentiation, student-centered learning, and authentic pedagogies such as: Socratic seminar, fish bowl, debate, and performance-based activities.

Opportunities:

1. **Adult Development:** Develop/deliver Adult learning experiences that empower and deepen each individual's capacity for significance in the lives of others (Hyde practice, professional development)
2. **Pedagogical shift:** Make a deeper shift towards restorative practice and progressive pedagogy such as our Authentic Assessments.
3. **Technology:** Integrate technology, higher order thinking, and skills for the future more deliberately and comprehensively into the program. Do more to grow teacher/student capacity to use technology effectively.
4. **Partnerships:** Develop more partnerships with outside organizations to help student expand their horizons
5. **Unify "one school":** Clarify the developmentally appropriate (and deliberate) shifts in our programs between divisions. Strengthen the sharing of the unifying elements of the Hyde experiences K-12. Work on the "one school" identity more consistently and deliberately.
6. **Relevance of curriculum:** Strengthen the cultural relevance and the "future skills" relevance of the curriculum (in order to strengthen the student engagement and high-order thinking practice).

Threats:

1. **Network Charters:** The appeal of the network charters (scale, $, test results = success) to prospective teachers, donors, and parents.
2. **Inadequate facilities:** The negative factors of the 730 Bryant Ave Building undermine high standards and limit programs.
3. **Co-location:** The negative factors of co-location with a struggling school (MS 424)
4. **Compliance:** Meeting core compliance expectations on teacher certification, absolute proficiency, and special populations.
5. **Teacher retention:** see weaknesses
6. **Leadership:** Potential loss/replacement of essential leaders

Appendix B

Hyde Leadership Charter School

Board of Trustees Retreat

January 28, 2017







HYDE

Preparation for Life

Agenda

- Introductions and Executive Director Report
- Inclusion Report
- Elementary School Report
- Middle School Report
- High School and Post-Secondary Success Report
- K-12 SWOT Analysis, Discussion, and Next Steps
- SUNY authorizer transfer
- Lunch and Seminar

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Inclusion

Hyde Leadership Charter School is an **inclusive community** which values intentional equity by providing multiple entry points for student engagement and considering seemingly unequal realities as equal, embracing and celebrating differences. We commit to support the individual needs of **every student's unique potential**. Hyde values the unique perspectives and abilities of each person in our community, and we are committed to fostering growth to each one's potential. **All students** will have access to high quality instruction and resources. We will ensure the alignment of all curricular resources and practices to meet the academic needs of all students (top, middle, and lowest third.). We will maximize given resources to provide the most equitable educational opportunities and diverse course offerings to all students, empowering them to actualize their own unique potential in higher education. All students will have equal access to arts and athletic programming, academic-related services, and student life activities to promote community and social responsibility. Our community is one where **every family is able to fully participate and grow** in their unique potential by having equal access to space, resources, programming and personnel. **Hyde will ensure an inclusive environment for all.**



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Inclusion ⟺ Character

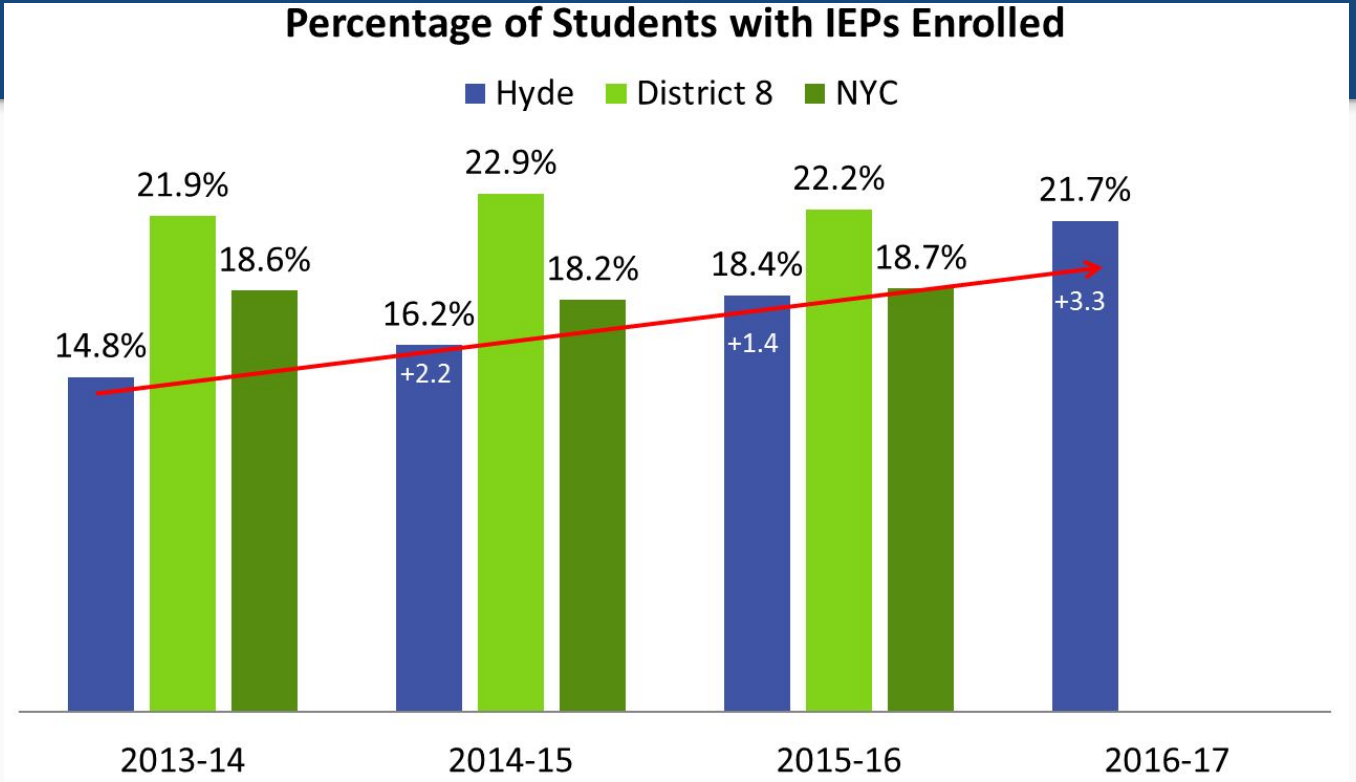


- In order to truly teach character, our community MUST be inclusive of all students.
- Concern: I need a challenging and supportive **community** in which to develop my character.
- Destiny: **Each** of us is gifted with a unique potential.
- Inclusion is possible, but not without deep commitment to character education with strong social and emotional underpinnings.

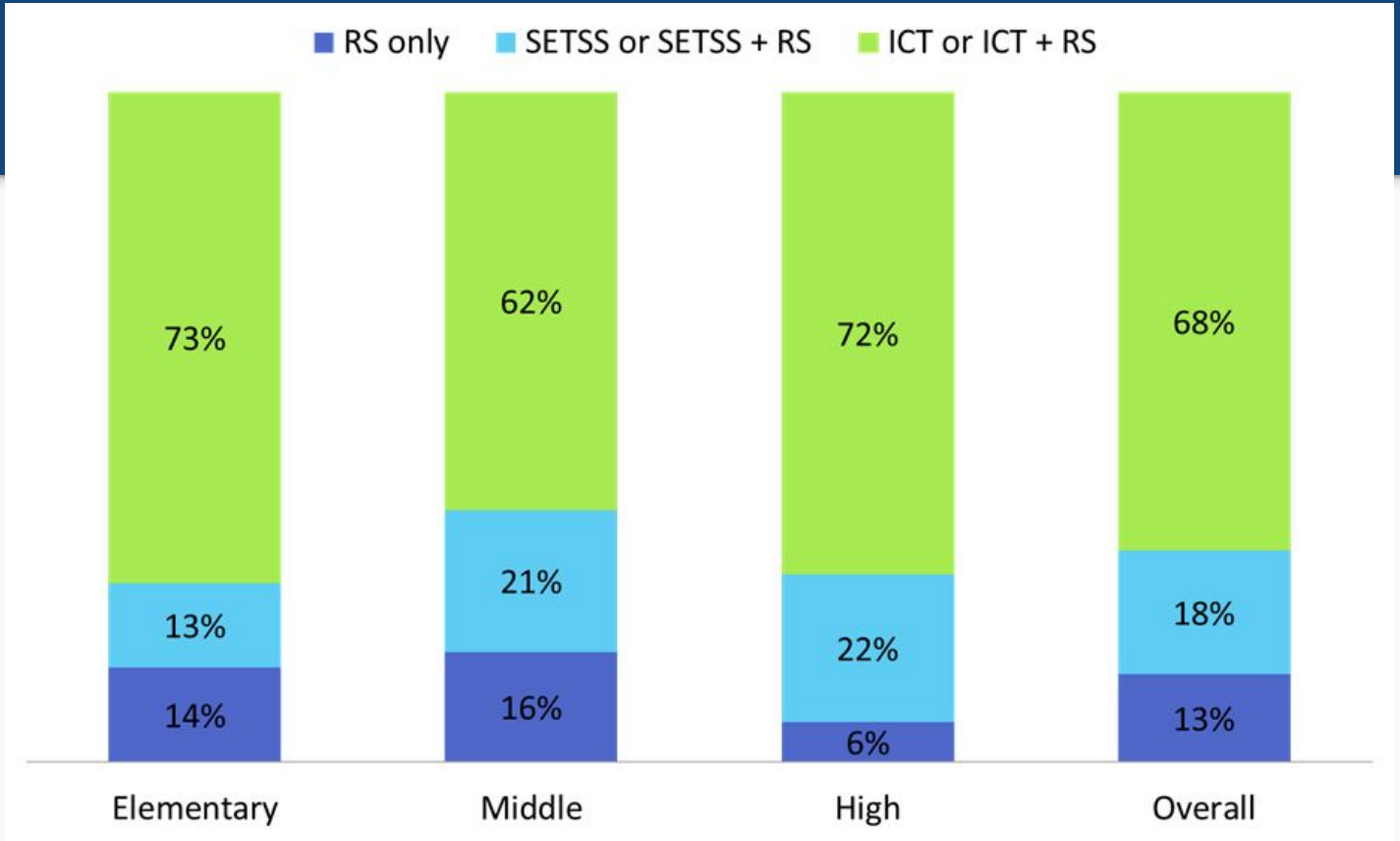
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Special Education Enrollment

The gap with the district and city in terms of special education enrollment is narrowing with the overall Hyde special education population steadily increasing.

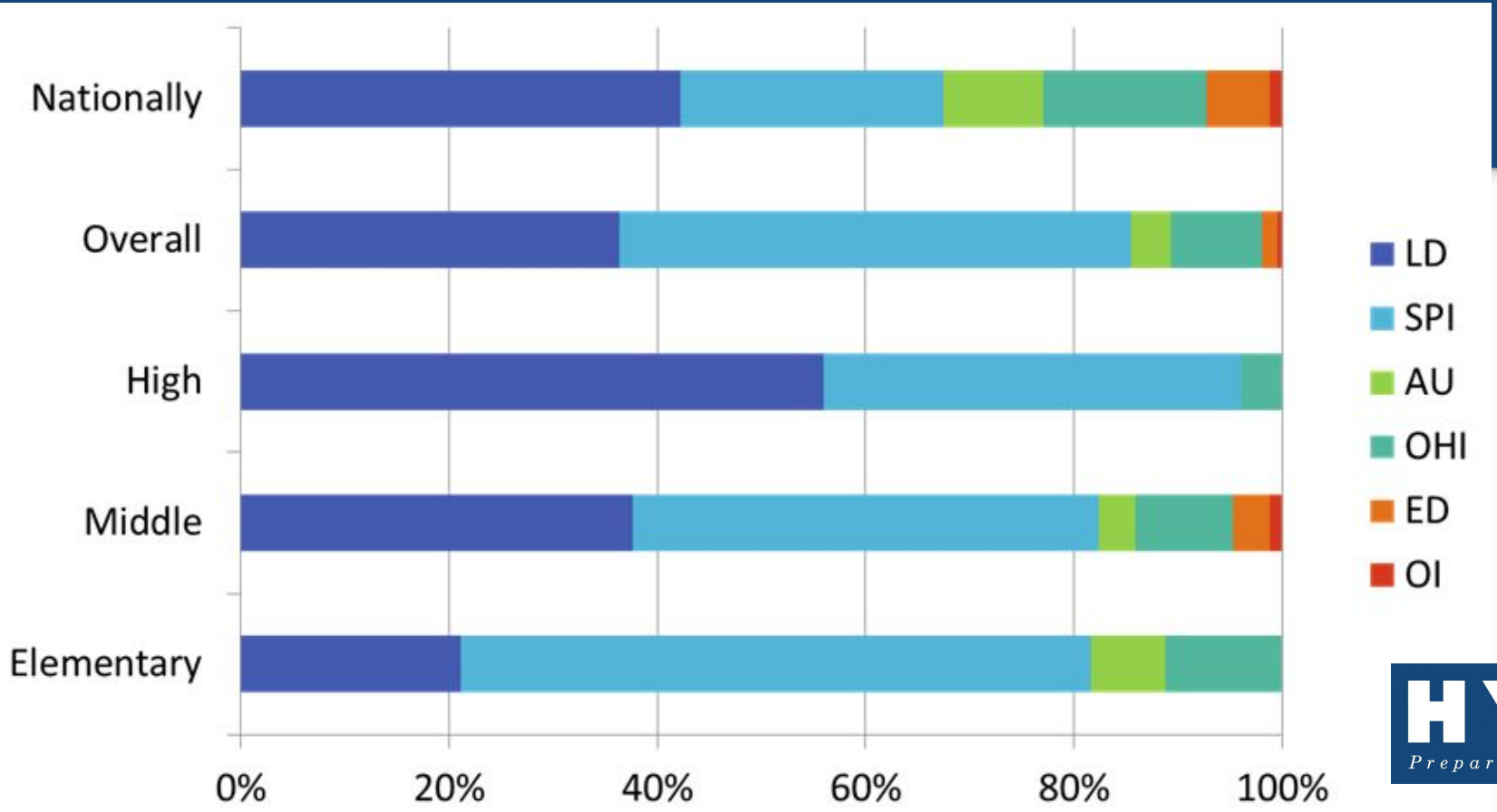


Special Education Service Breakdown



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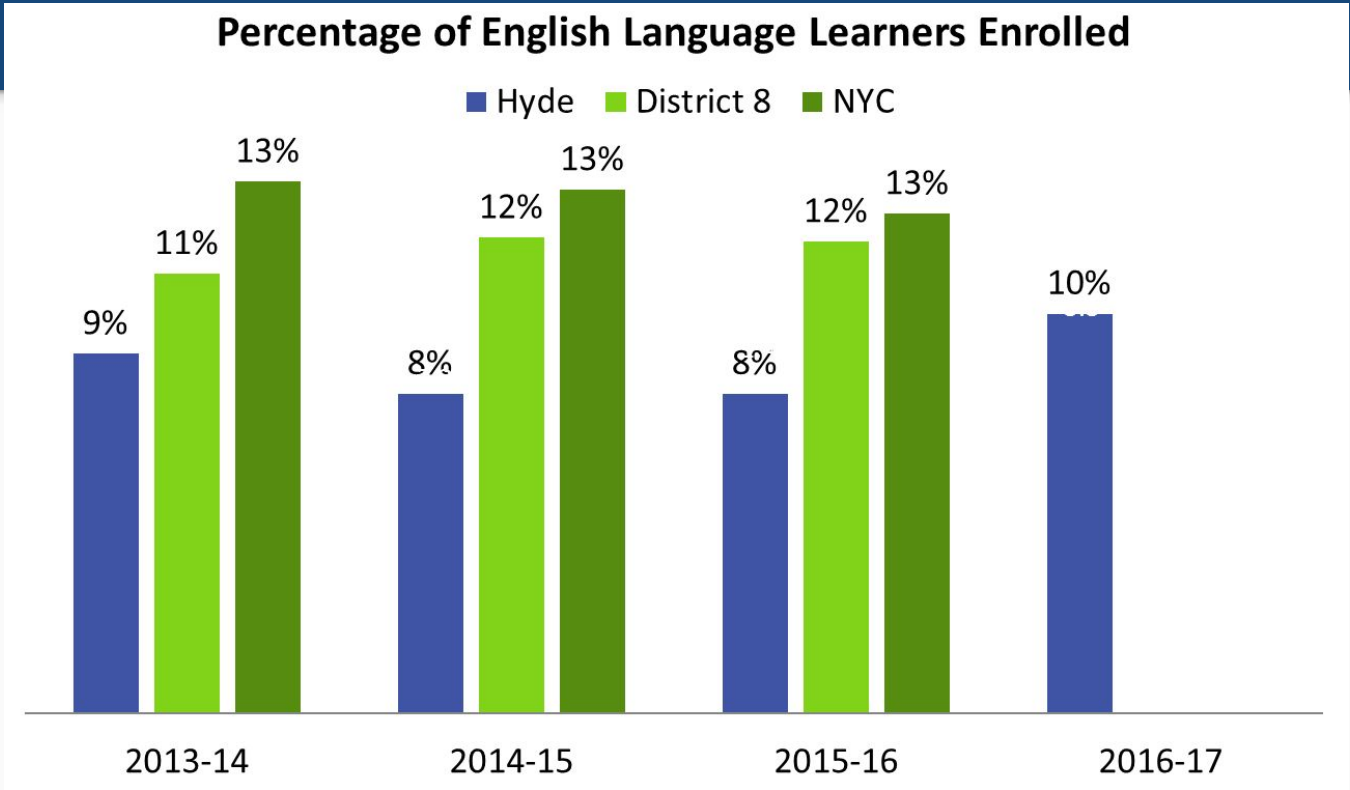
Distribution of Disabilities



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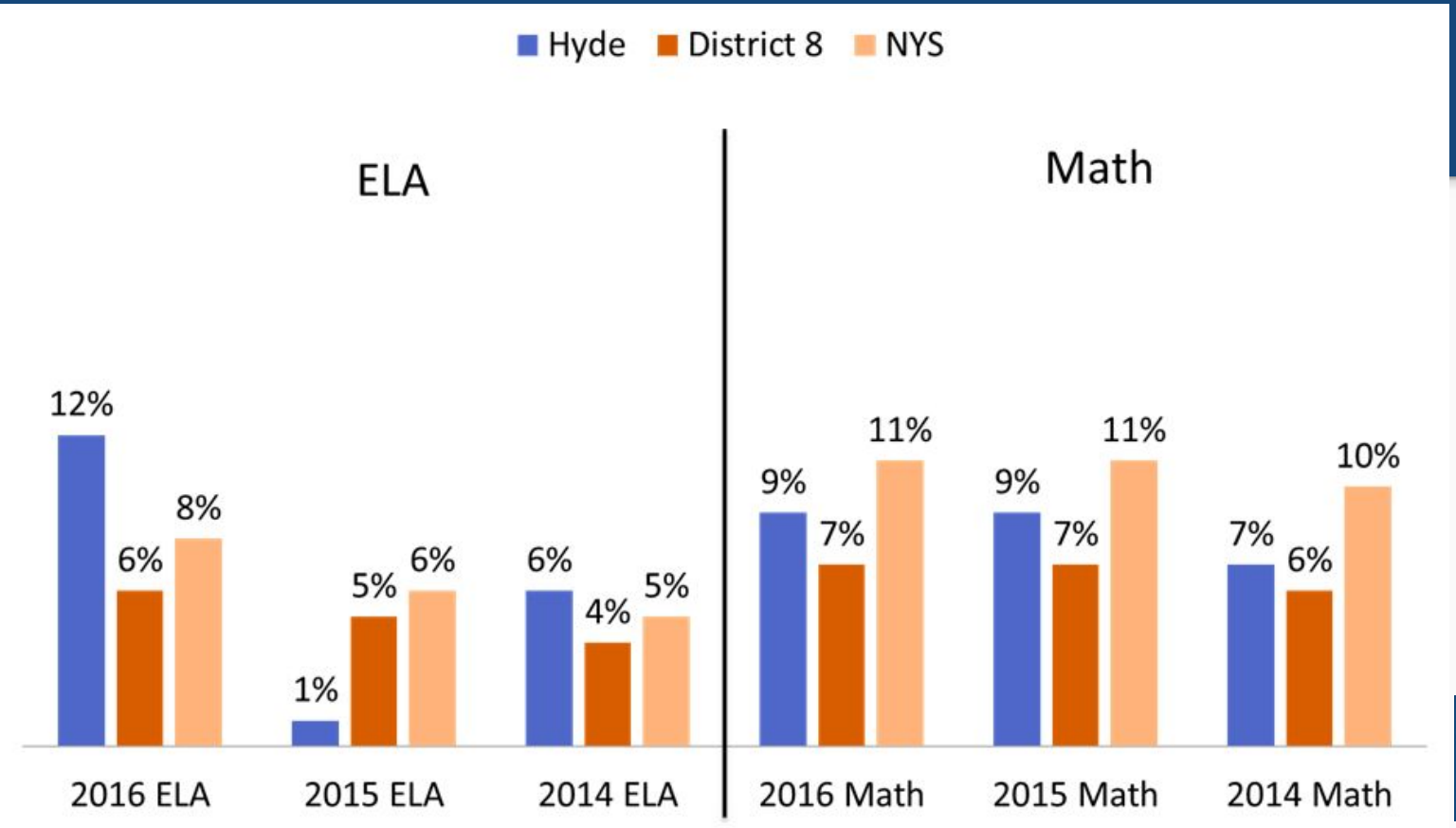
Enrollment of English Language Learners

This year, we've seen an increase in our ELL enrollment because identification in Kindergarten has improved with clear systems through the work of our ENL Coordinator, Ana Haggerty.



Percent Proficient for 3-8 Testing

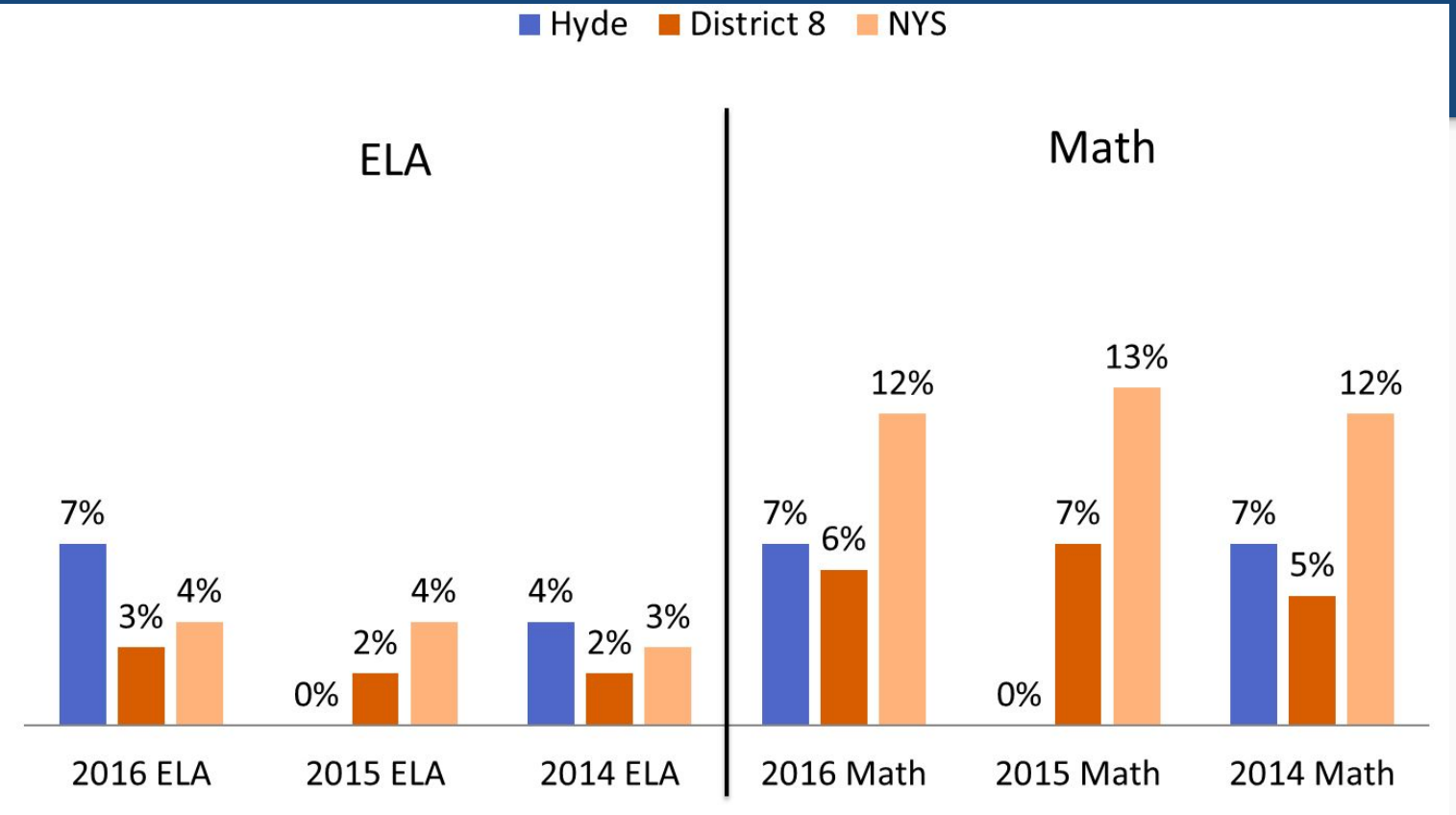
Subgroup (Students With Disabilities) Comparison



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Percent Proficient for 3-8 Testing

Subgroup (English Language Learners) Comparison



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Elementary School

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2016-2017 ES Priorities



Deeper Instruction

- Engages
- Challenges
- Empowers

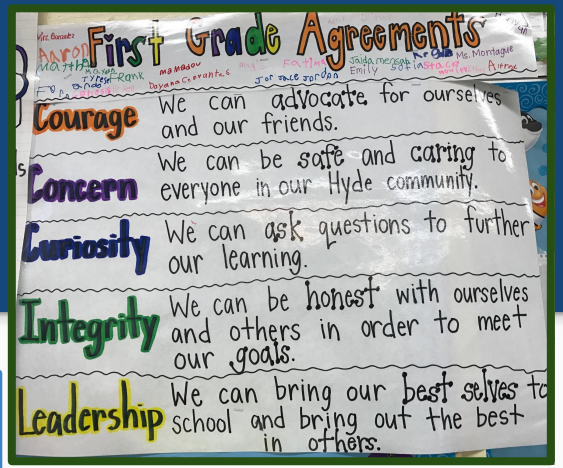
Students as Leaders of Their Own Learning

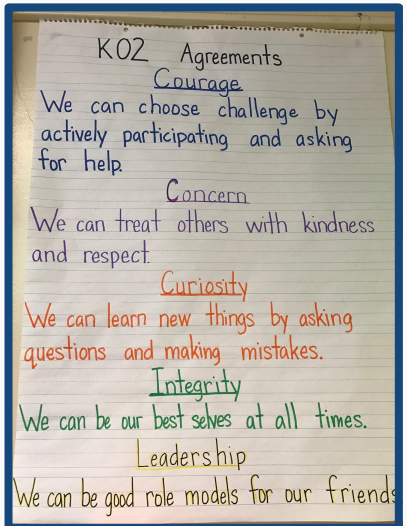
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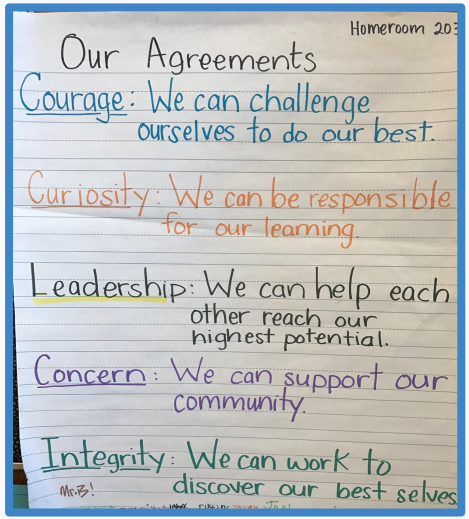
Culture - Principles Over Rules

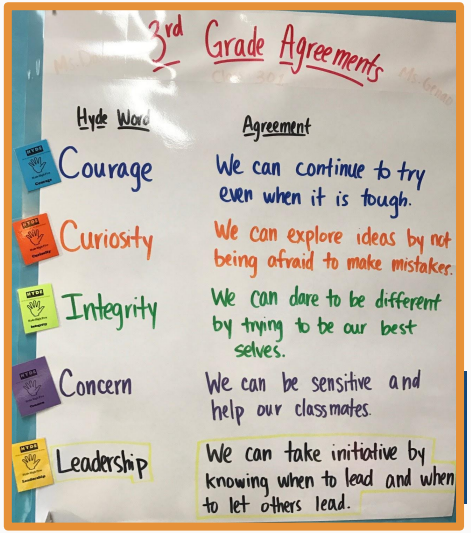
Agreements Development

- Aligned to Hyde Five Words
- Adults
- Students









Culture - Focus on Community



Responsive Classroom Practices

- Morning Meetings
- Closing Circles





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Culture - Relationships vs Discipline





Student Support System

- Immediate Response in classrooms (walkie-talkies)
- Rest and Return areas (reflection)
- Restorative Practices

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Deeper Instruction is Data Driven



READING												
IRLA Level				NWEA MAP (50%tile)			ANET (40%)					
Beg (Wt-3.00)	Current (Wt-3.20)	Mid (Wt 3.50)	End (Wt-3.99)	Beg	Mid	End	A1 (40%)	A2	W (S)	W (S)	W (E)	
2R (2.50)	2R (2.52)	2R (2.58)		50%	26%		20%		1	1	2	
Wt (3.00)	Wt (3.00)	Bk (4.0)		69%	48%		50%		2	1	2	
1R (2.00)	2R (2.50)	Wt (3.06)		82%	75%		45%		1	1	2	
Wt (3.00)	Wt (3.06)	Wt (3.29)		85%	61%		65%		1	1	1	
Wt (3.00)	Wt (3.00)	Wt (3.12)		82%	45%		55%		1	2	1	
1B (1.30)	1B (1.31)	1B (1.34)		77%	4%		50%		1	1	1	
2R (2.50)	2R (2.58)	Wt (3.06)		62%			55%		1	1	3	
1B (1.30)	2B (1.60)	1R (2.09)		16%	8%		35%		1	1	2	
2R (2.50)	2R (2.55)	Wt (3.12)		89%	77%		75%		1	2	3	
1R (2.00)	2R (2.50)	Wt (3.0)		94%	86%		55%		2	1	1	
1B (1.30)	2B (1.62)	1R (2.2)		8%	3%		30%		1	1	1	
1R (2.00)	2R (2.53)	Wt (3.03)		55%	48%		65%		2	1	1	
1R (2.00)	1R (2.03)	2R (2.51)		91%	70%		60%		1	1	1	
Wt (3.00)	Wt (3.07)	Wt (3.19)		84%	77%		75%		1	1	1	
2R (2.50)	2R (2.61)	2R (2.61)		67%	61%		50%		1	1	1	
1R (2.00)	1R (2.11)	2R (2.51)			66%		50%		1	1	1	
2B (1.62)	1R (2.00)	2R (2.55)		24%	24%		25%		1	1	1	
Wt (3.03)	Wt (3.07)	Wt (3.14)		71%			55%		1	2	2	
Wt (3.00)	Wt (3.04)	Wt (3.15)		69%	53%		60%		2	1	1	
Wt (3.00)	Wt (3.04)	Wt (3.18)		45%	50%		40%		1	1	1	
1B (1.30)	1B (1.35)	2B (1.61)		9%	4%		35%		1	1	1	
2B (1.60)	1B (1.33)	2B (1.61)		10%	3%		20%		1	1	1	

Comprehensive Data System

- Collection
- Analysis
- Application

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Deeper Instruction is Data Driven

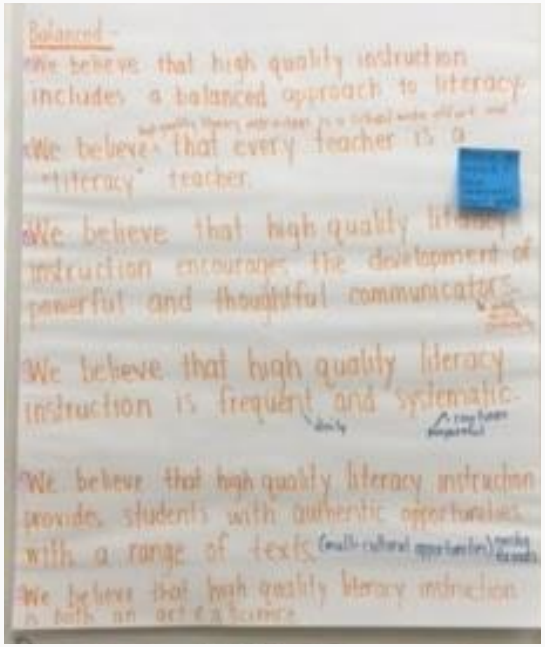
IRLA - Independent Reading Level Assessment

(American Reading Company)

	Emergency	At-Risk	Proficient/Above
Percent of Students	10%	27.2%	62.8%
Growth	- 12.1%	- 1.7%	+ 14.4%

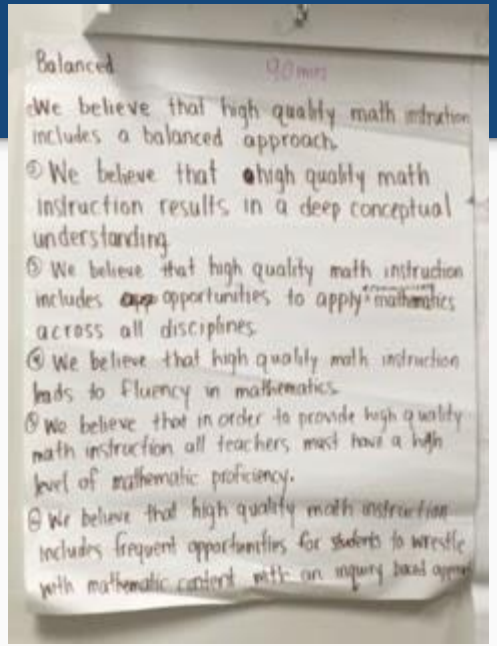
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Deeper Instruction is High Quality Instruction





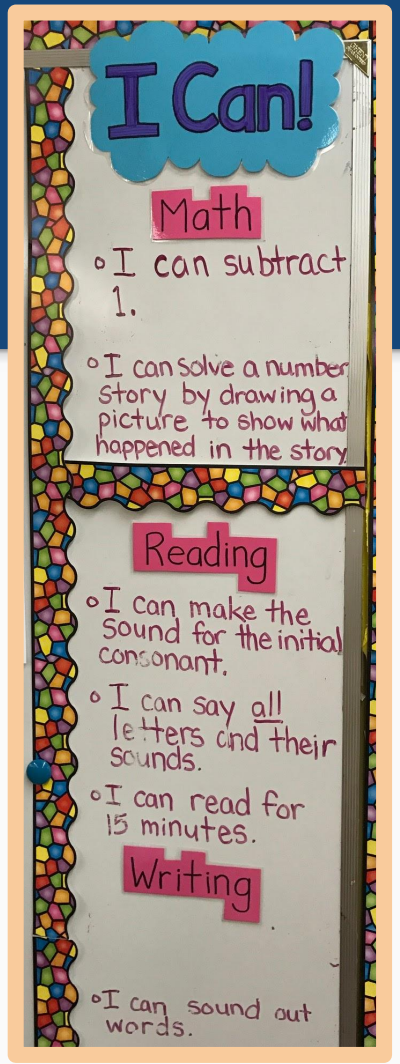
BALANCE

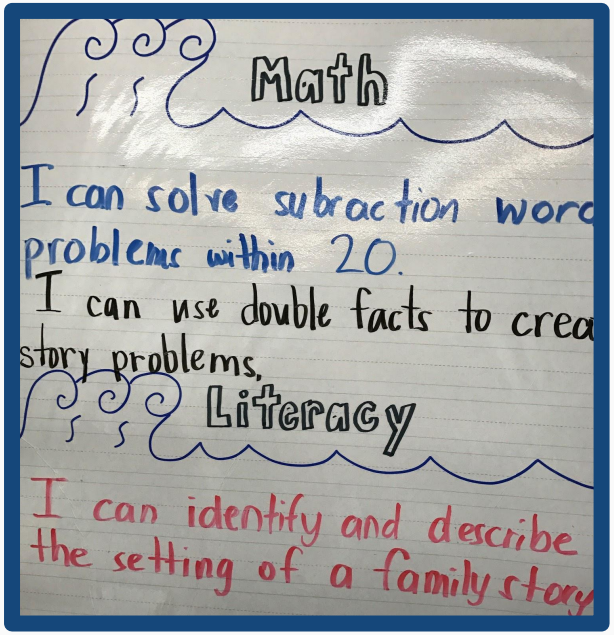


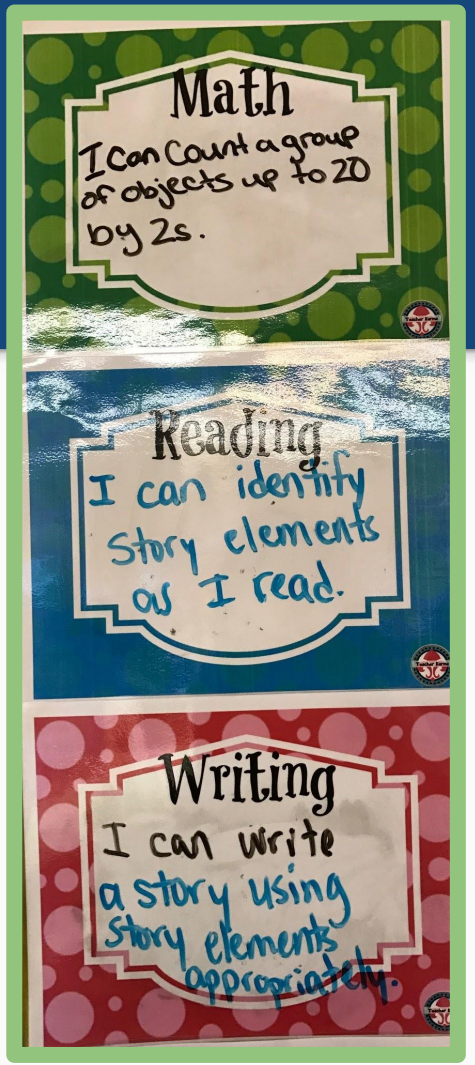
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Deeper Instruction is

Learning Targets





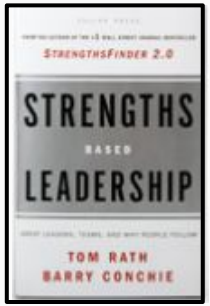


Deeper Instruction...
Must be Experienced
(by everyone - including adults)

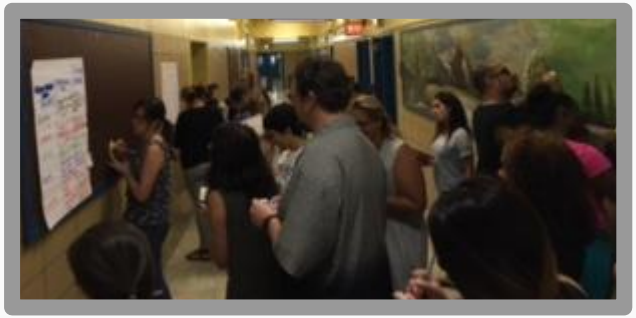


Comprehensive Professional Development

- Expert Consultant Partnerships (more focused)
- Faculty experts (strengths based model)
- Peer observations





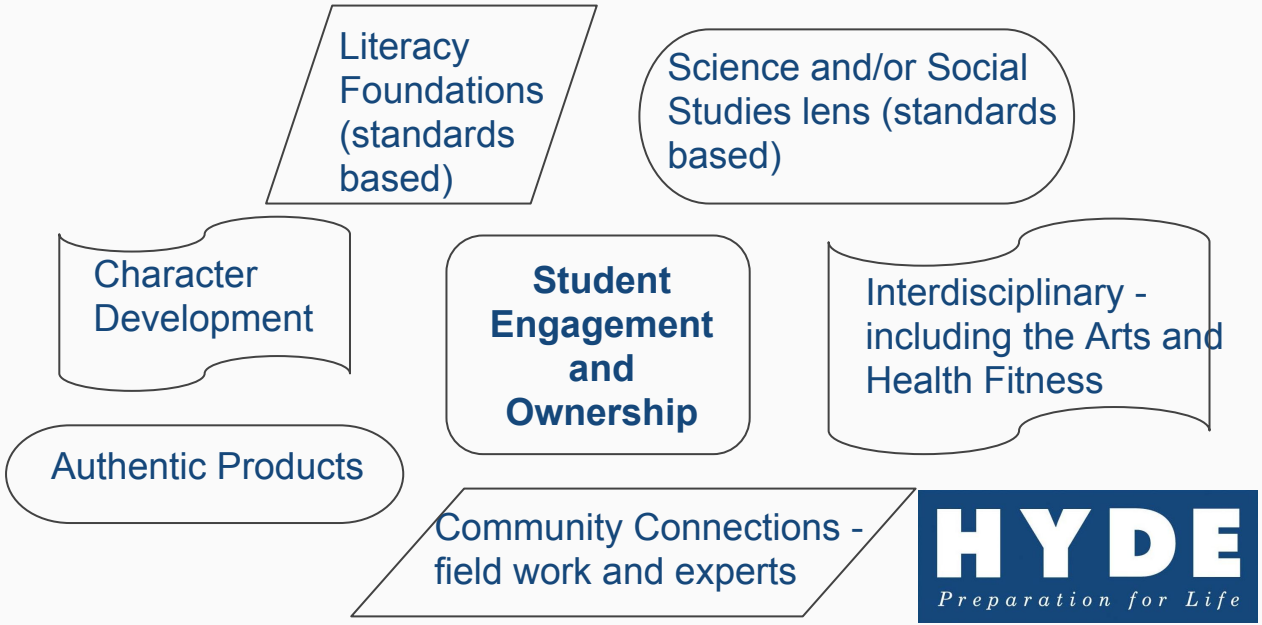


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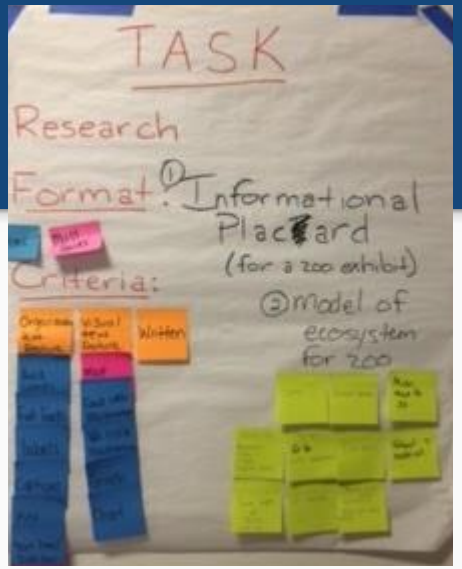
Deeper Instruction -

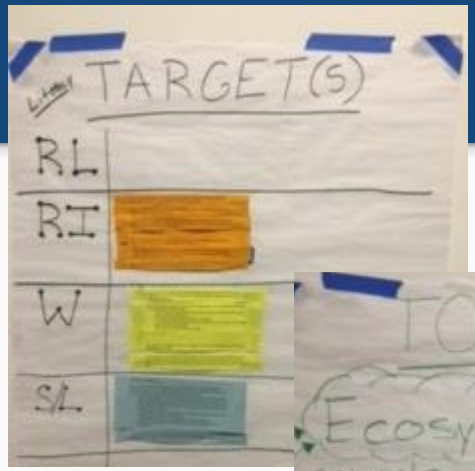
Curriculum Development AS Professional Development

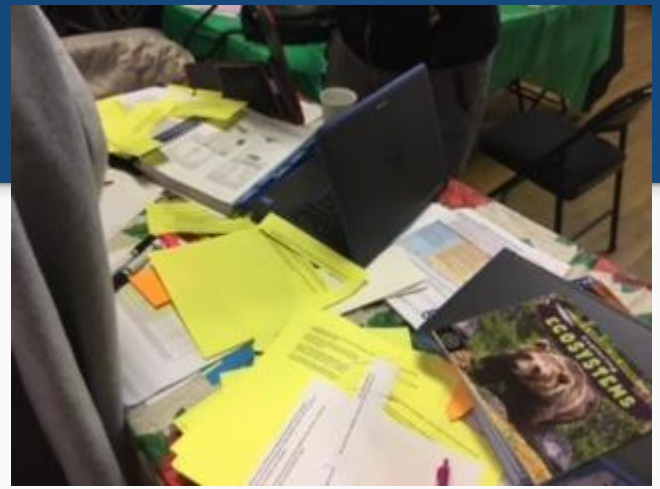
Purpose: To create curriculum that reflects the expanded, deeper set of competencies students need in an increasingly complex world that integrates thinking skills and real world abilities.



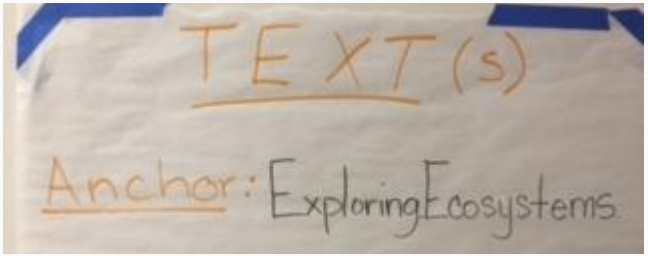
3rd Grade Curriculum Writing Retreat













3rd Grade Curriculum Writing Retreat



Student TASK # 1:

You are a scientist working with the Bronx Zoo. You have been asked to work with a team to develop a new exhibit for some animals from _____. Your team will need to think of everything that the animals will need to thrive in this exhibit. Remember everything you have learned researching your ecosystem. Create a 3-D model of this exhibit and be ready to present to an expert. (Be sure to refer to the rubric for specific guidelines.)





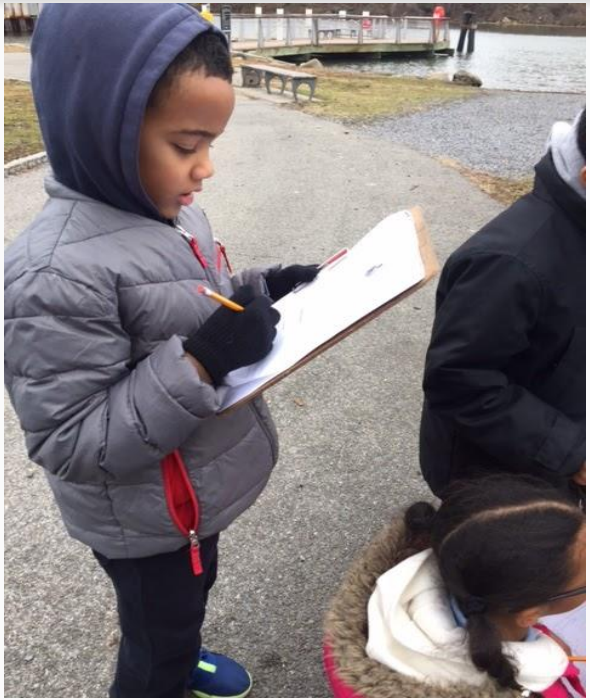
Student TASK # 2:

Design a placard for your exhibit that contains all of the important information that someone visiting the zoo should know about this ecosystem. Remember the elements of high quality informational scientific writing.

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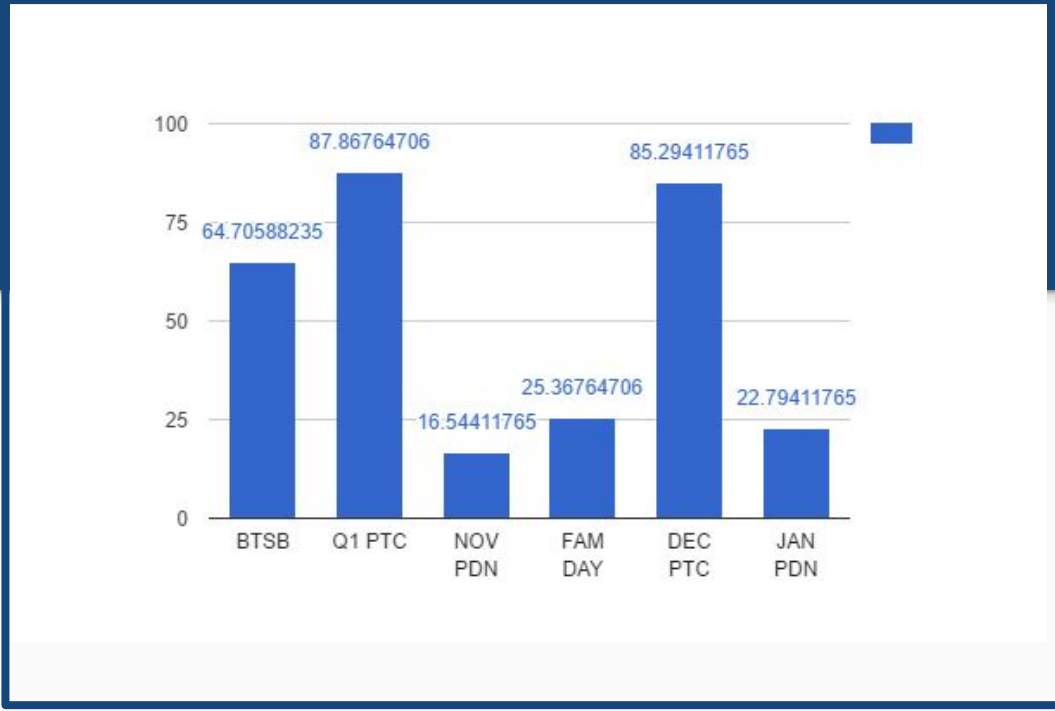
The Study of ECOSYSTEMS - 3rd Grade







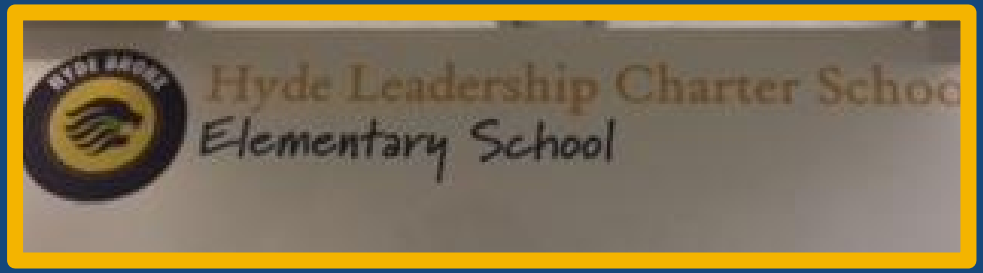
Engagement Must Include Families



- Home Visits
  - Every child
  - Every home
  - Every year
- Parent Teacher Conferences
  - Longer (to go deeper)
  - More options
- Parent Council
  - Bilingual format

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Next Steps



- Continued grade level curriculum development
- Deeper instruction adult learning
- Student support through attention to culture
  - How to measure character development?

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Middle School

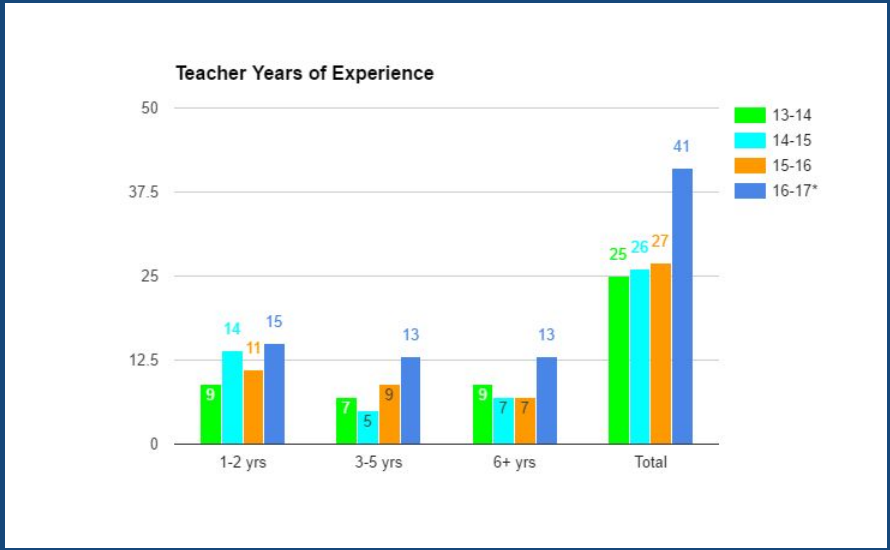
HYDE
Preparation for Life

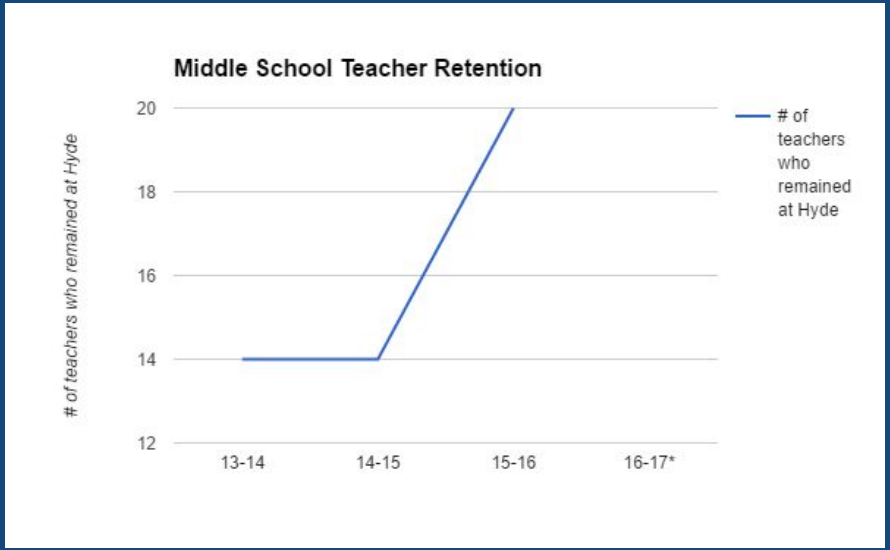
Areas of Foci

- Teachers
  - Targeted professional development
    - Content Experts
    - Building best practices around pedagogy, classroom management etc.
    - Data-instruction
  - Recruitment
  - Retention
- Students
  - Improved academic outcomes, continued progress/growth
  - Building content knowledge
  - Character growth and development
- Culture
  - Hyde is Home

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Middle School Retention





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Teacher Retention

2015-16 School Year

8 non-instructional staff members: 100% retained
27 instructional staff members: 73% retained
- 3 Relocated (2 out of the country)
- 3 Terminations
- 1 Resigned during school year (DOE)

2016-17 School Year Projections

14 non-instructional staff members: 100% retention
41 instructional staff members: 75% retention
2 leave replacements



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Teacher Certification 2016-17

41 current instructional staff members*

76.9% are or will be certified by April 2017

- Currently 21 teachers hold certification
- 9 will be certified by August (4 within the next 2-3 months)

10% more than likely will not be certified (not being invited back)

7.8% will return uncertified

- 2 GenEd, 1 STEM
- STEM will potentially be certified by April

*includes 2 leave replacements

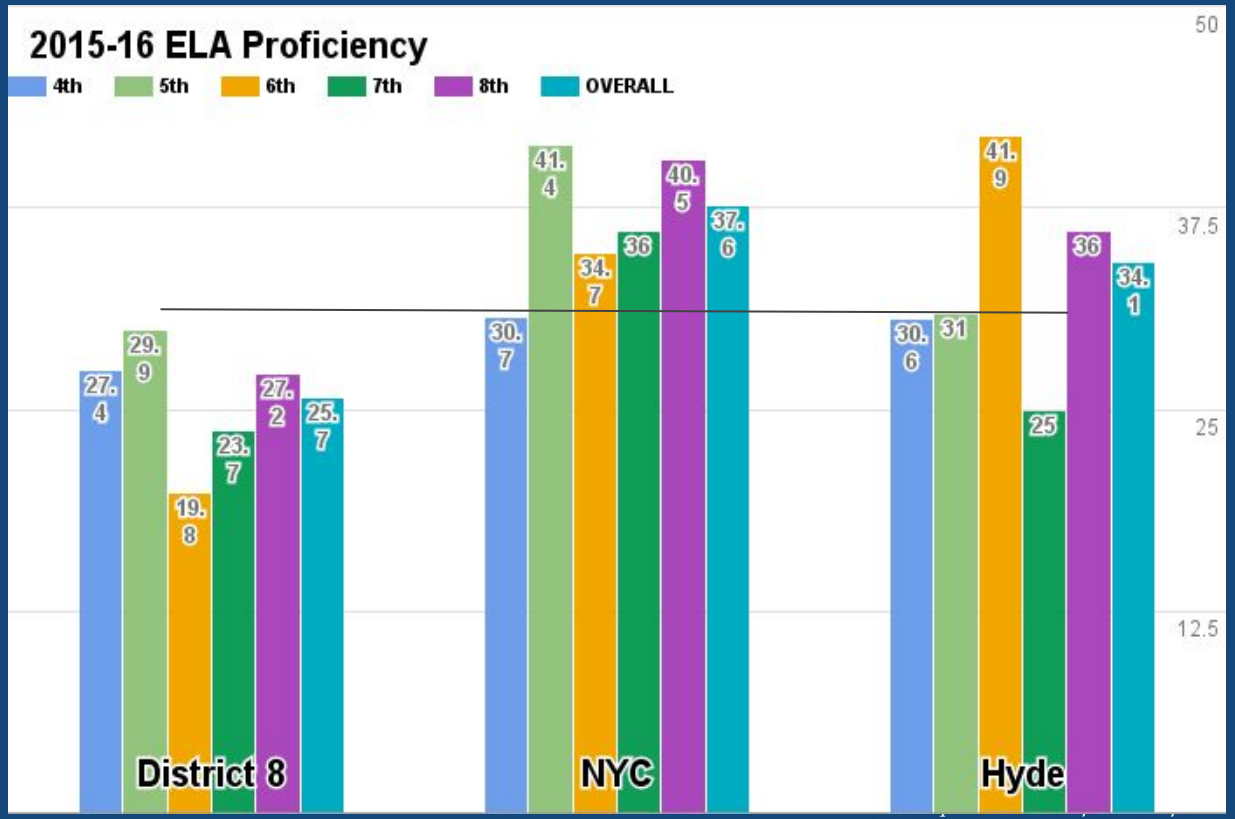
Academic Performance



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MS Academic Performance: 4-8 ELA Assessment

ELA	Hyde	NYC	District 8
Grade	**2015-16 Proficiency**		
4	30.6	30.7	27.4
5	31	41.4	29.9
6	41.9	34.7	19.8
7	25	36	23.7
8	36	40.5	27.2
4-8 Overall	**34.1**	**37.6**	**25.7**

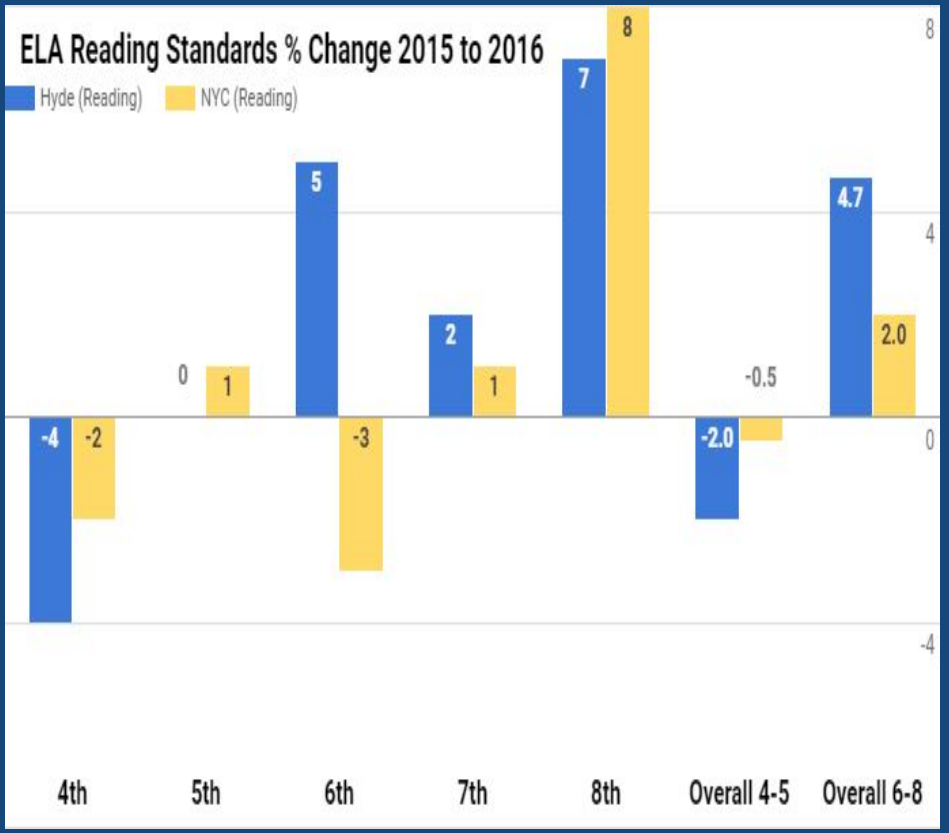


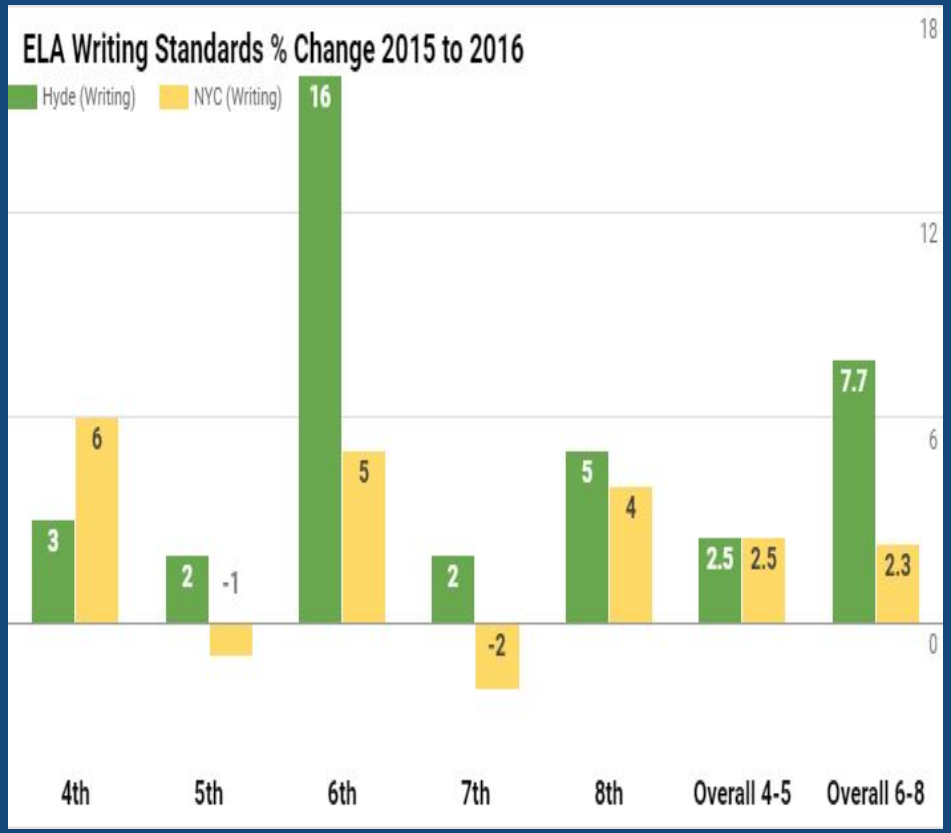
2015-16 ELA State Exam Scores

2015-16 ELA Overall Scores

	Current 4th	Current 5th	Current 6th	Current 7th	Current 8th	Current 9th	
	3rd	4th	5th	6th	7th	8th	All
2010-2011	27%	40%	N/A	38%	40%	23%	33.6%
2011-2012	28%	36%	47%	40%	36%	49%	40.0%
2012-2013	9%	8%	8%	17%	15%	15%	12.0%
2013-2014	21.1%	16.9%	5.4%	6.4%	14.3%	18.4%	13.8%
2014-2015	19.2%	18.7%	20.5%	10.8%	13.2%	28.4%	18.5%
2015-2016	19.1%	30.6%	31.0%	41.9%	25.0%	36.4%	30.7%

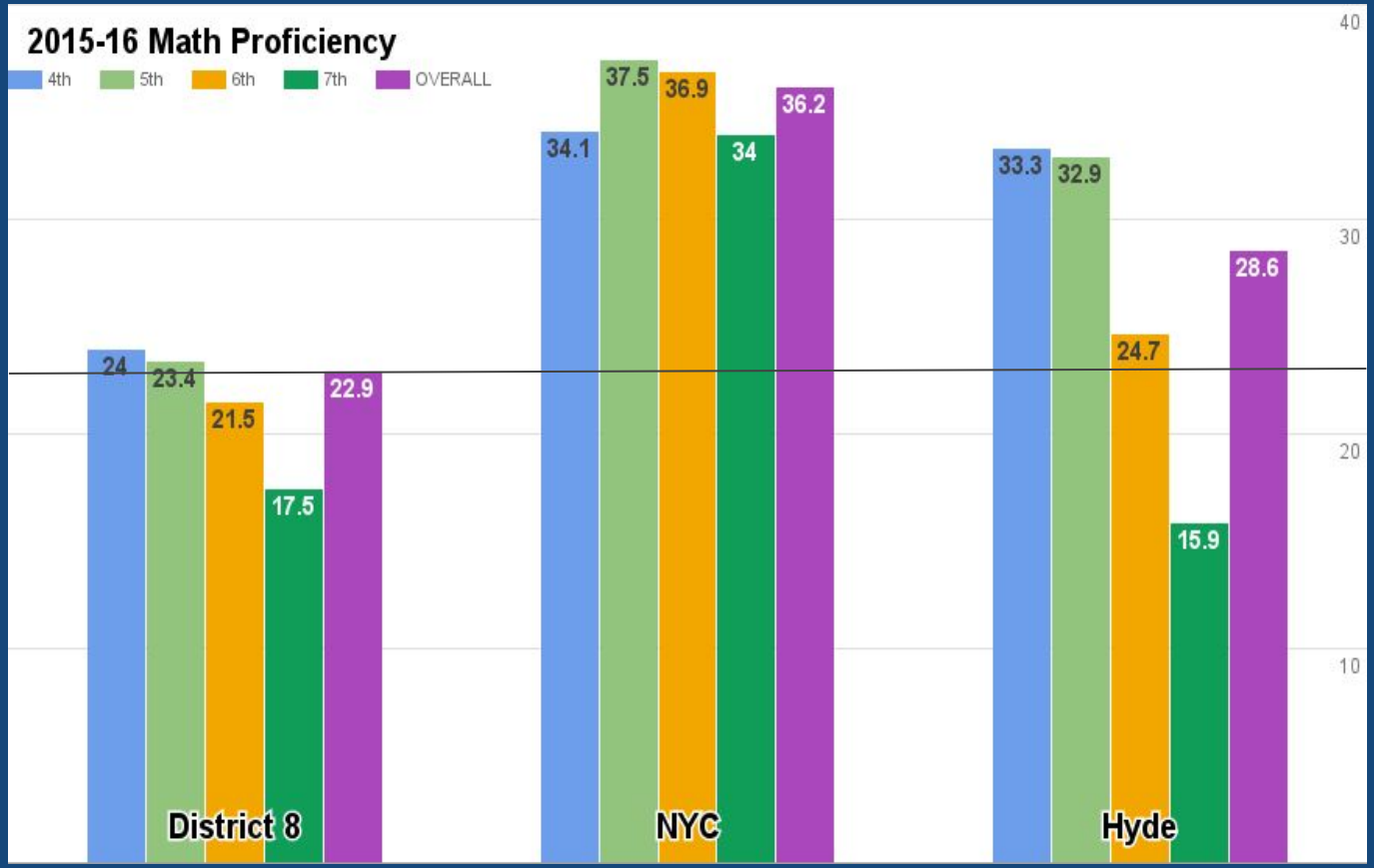
NYS ELA Standards Mastery vs. NYC





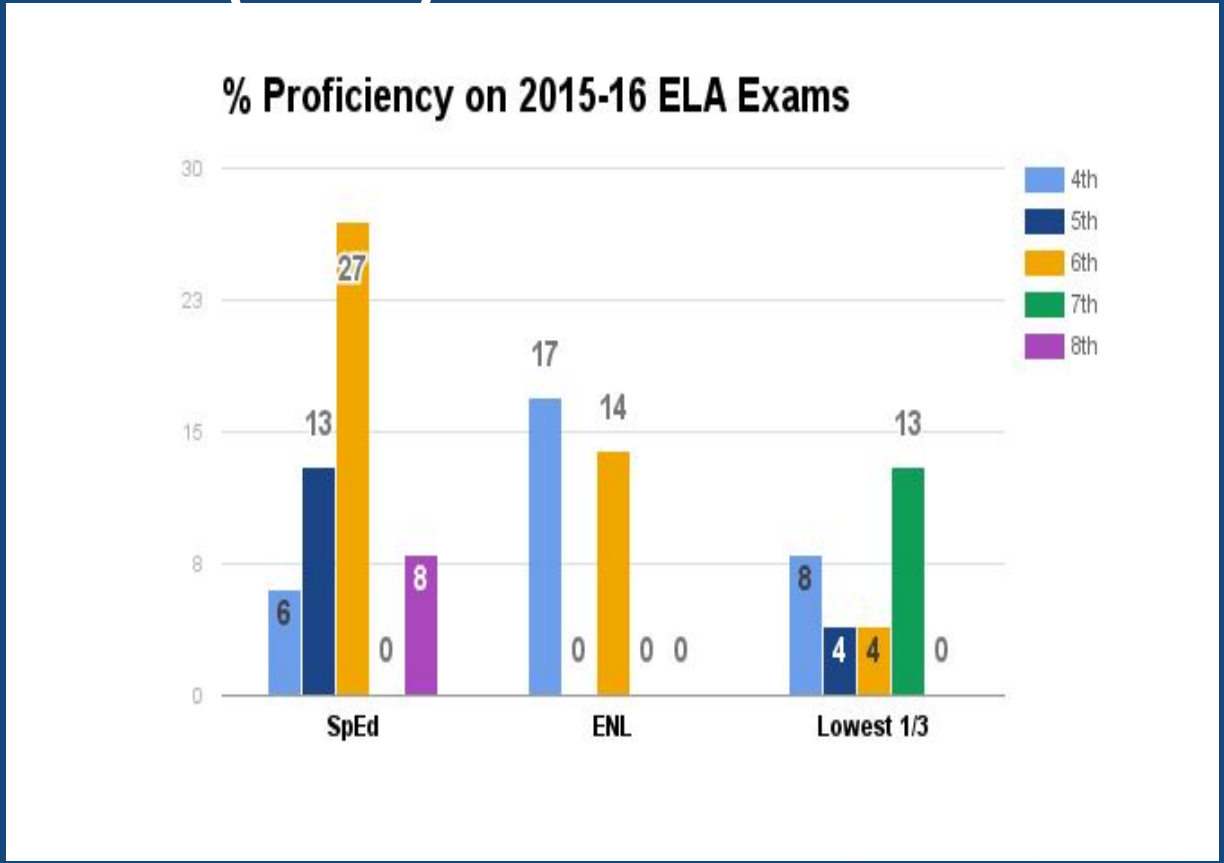
MS Academic Performance: 4-8 Math Assessment

Math	Hyde	NYC	District 8
Grade	2015-16 Proficiency		
4	33.3	34.1	24
5	32.9	37.5	23.4
6	24.7	36.9	21.5
7	15.9	34	17.5
4-7 Overall	**28.6**	**36.2**	**22.9**



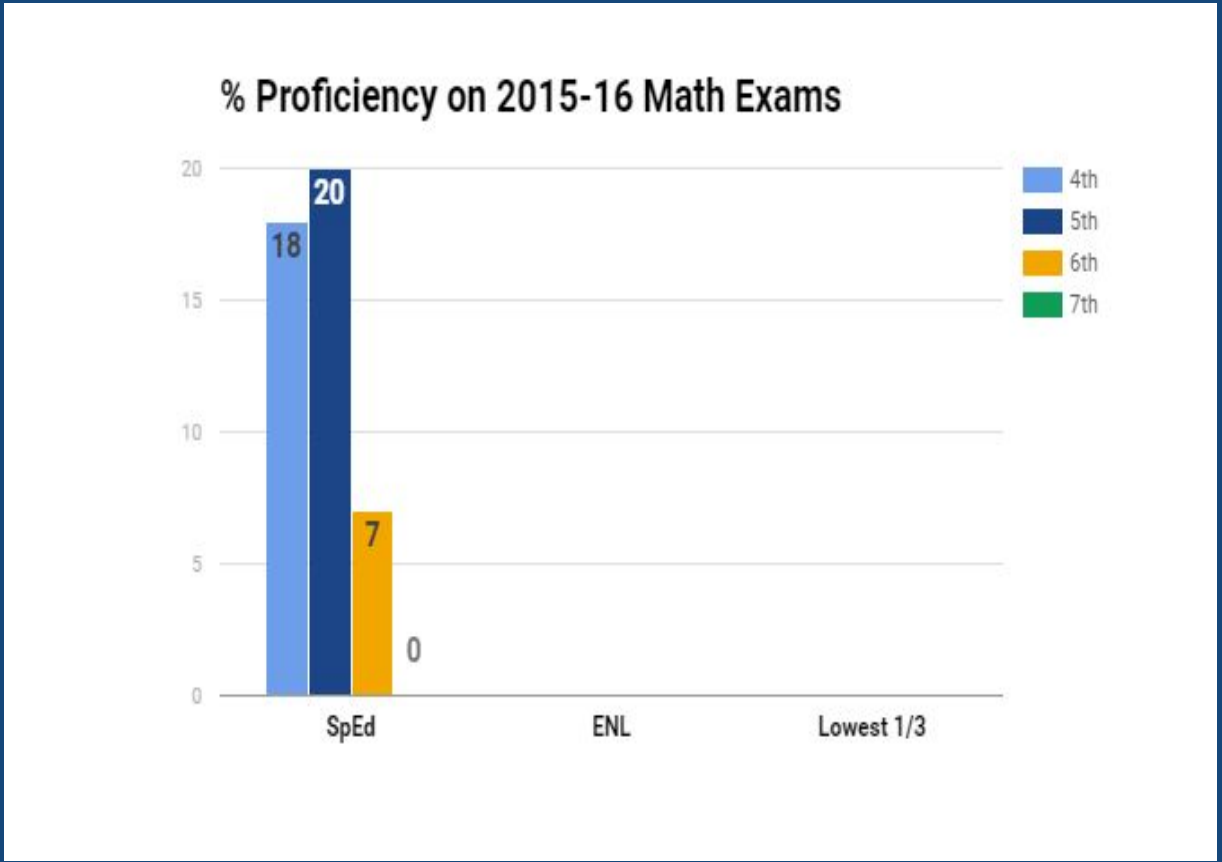
Special Populations (ELA)

Total # of Ss	SpEd	ENL	Lowest ⅓ (ELA)
4th	17	6	24
5th	15	1	24
6th	15	7	25
7th	15	4	24
8th	13	0	25
Overall MS	75	18	123



Special Populations (Math)

Total # of Ss	SpEd	ENL	Lowest ⅓ (Math)
4th	17	6	19
5th	15	1	19
6th	15	7	23
7th	15	4	25
Overall MS	62	18	86



Comparative Academic Performance

Algebra I	Hyde	NYC	NYS
Grade	2015-16 Proficiency		
8	80.5	62	72

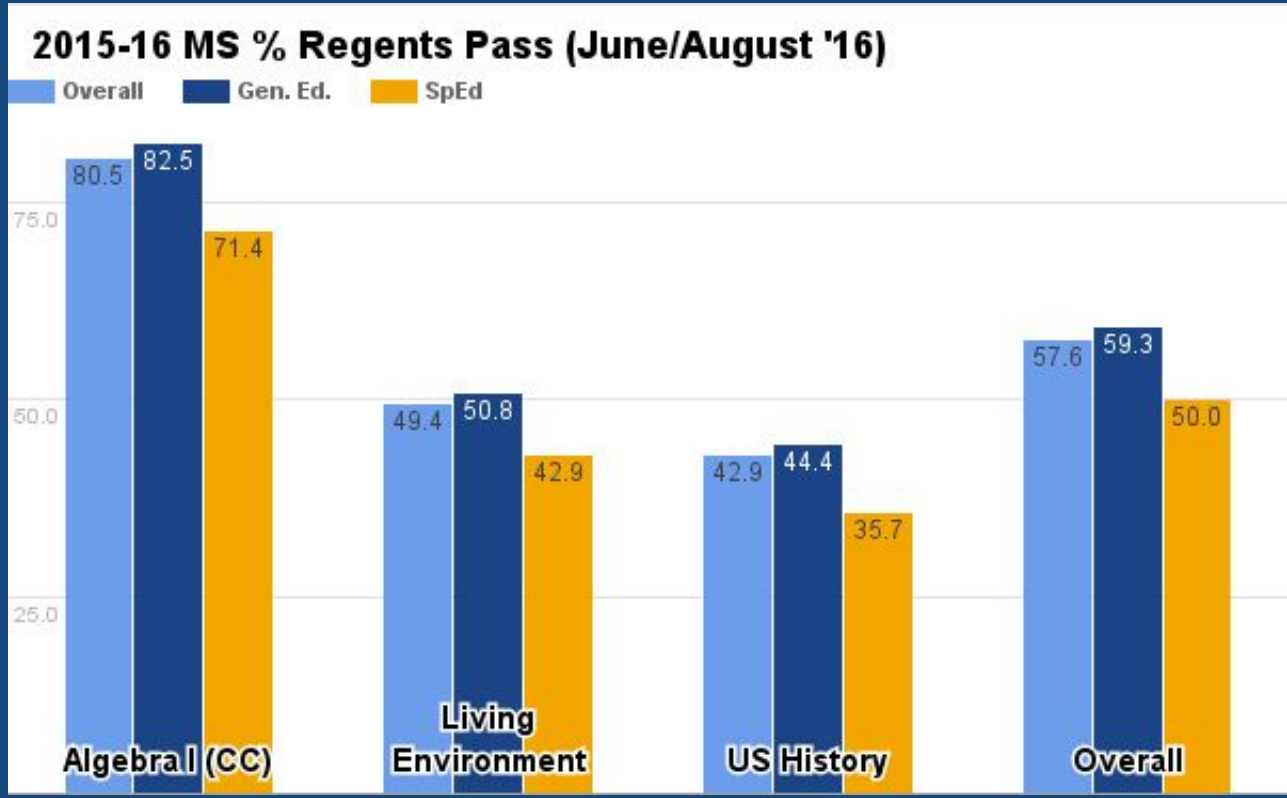
SWD- 71.4% passed (28.6% state pass)

Living Env't	Hyde	NYC	District 8
Grade	2015-16 Proficiency		
8	49.4	65	55

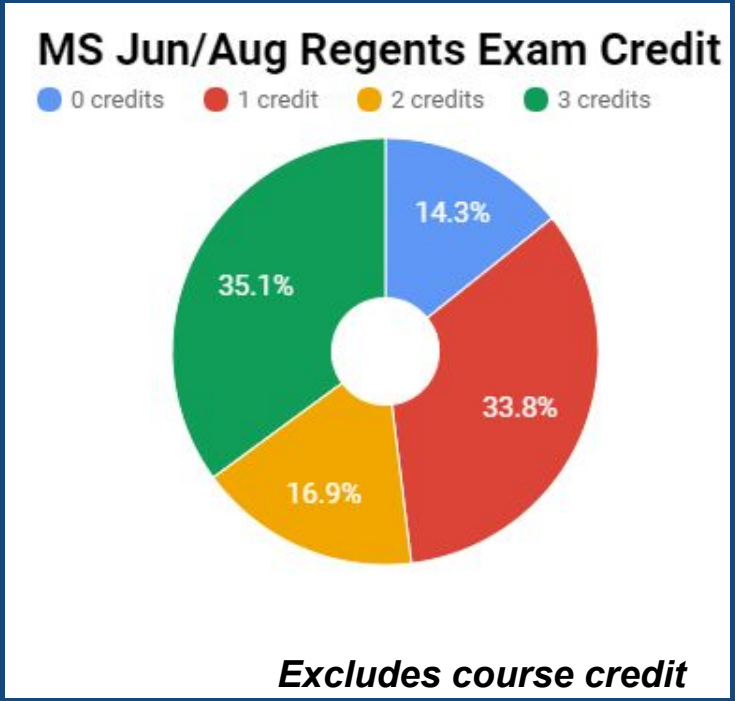
SWD- 42.9% passed (14.3% state pass)

US Hist/ Gov't	Hyde	NYC	District 8
Grade	2015-16 Proficiency		
8	42.9	66	54

SWD- 35.7% passed (7.1% state pass)



MS Regents Exam Credit



Excludes course credit

Far Above Average | Above Average | Below Average | Far Below Average

	Next-Level Readiness			
	8th Gr Earning HS Credit			
n	72	73	72	79
School's Value	**26%**	**37%**	**38%**	**62%**
Comp Group	+7%	+18%	+13%	+41%
District	-24%	-11%	-13%	+8%
City	-6%	+9%	+9%	+33%

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High School Articulation

Class Year	*Number of Students*	*% of students who applied to Hyde HS*	*% of students who applied for DOE HS*	*% of student who withdrew**	*% of students who stayed for Hyde HS***
Class of 2013	74	90%	N/A	22%	78%
Class of 2014	76	96%	17%	11%	89%
Class of 2015	74	97%	32%	19%	81%
Class of 2016	79	91%	27%	13%	87%
Class of 2017	73	Unavailable at this time	47%	Unavailable at this time	Unavailable at this time

*Withdrew and enrolled at NYC DOE, Private, Parochial, Charter or outside the city district public school

**Data taken from June 20th of each year.

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Culture



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Hyde is Home

- Teachers
  - Professional Development
  - Certification
  - Continued education
  - Teacher Center
- Students
  - KOC, BSLS
  - DA: concern meetings, BK (4-8), conference system
  - Dean/Student led workshops
- Parents
  - Parent Council
  - PDN cycle: character, academic/character, choice
  - Academic parent meetings

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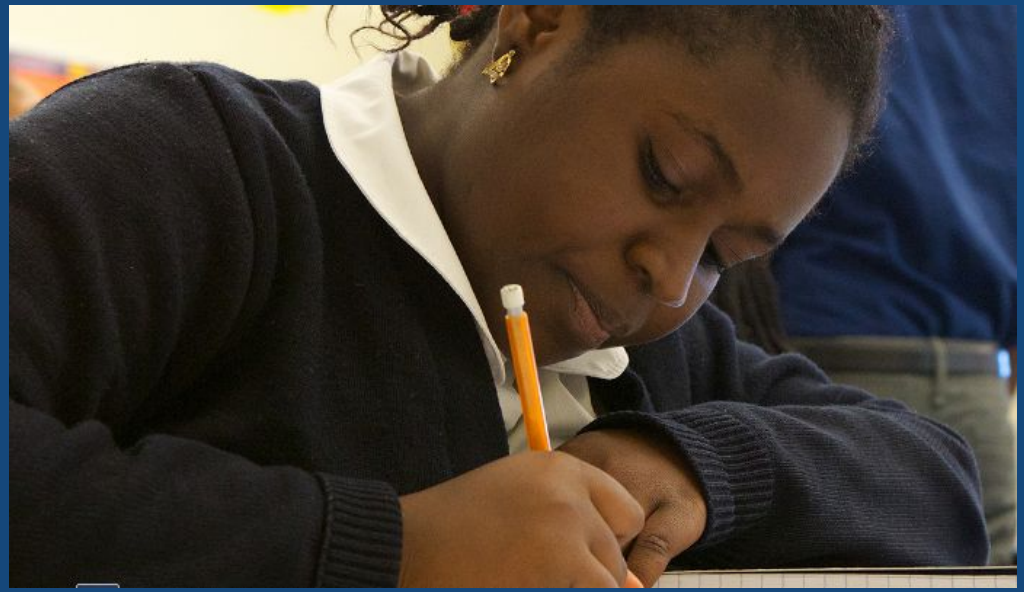
School Life
Community Partnerships, Student Organizations, Retreats









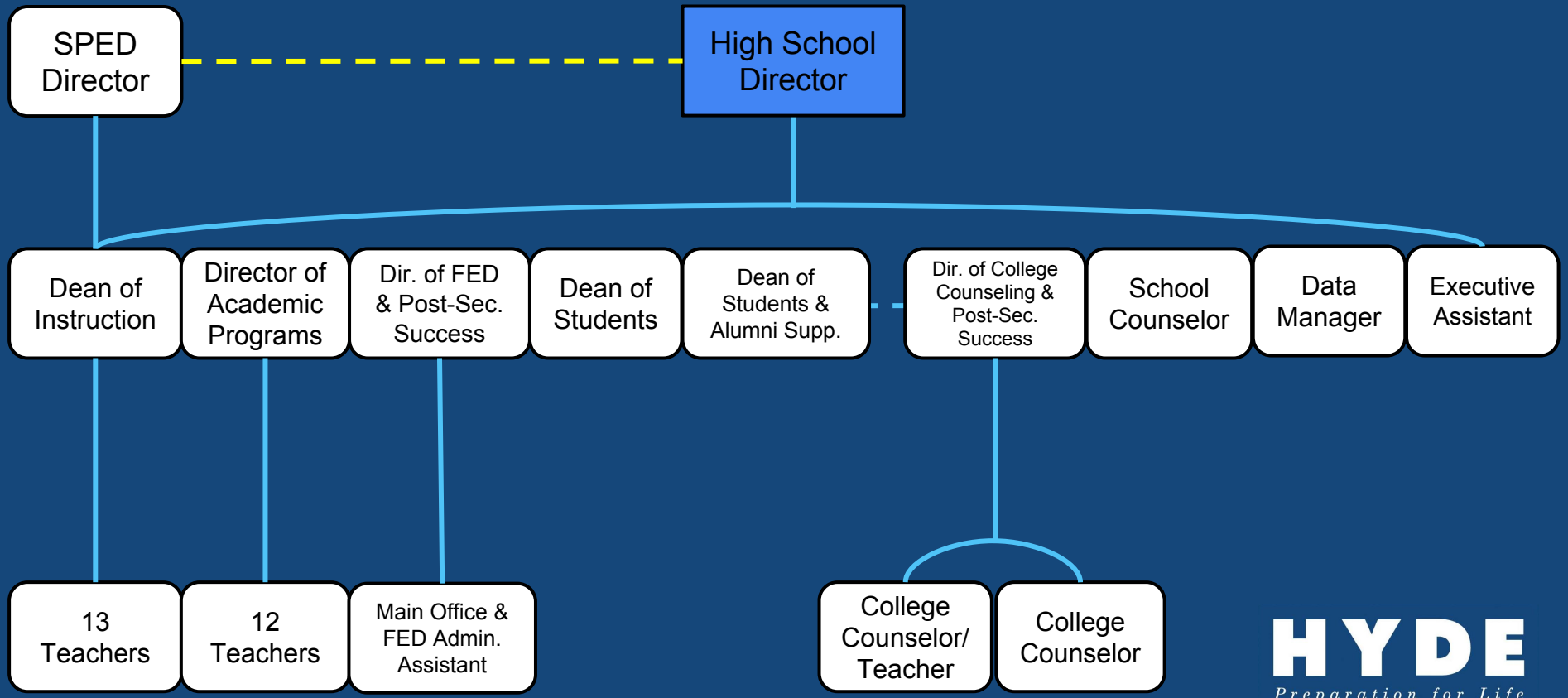


WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

High School and Postsecondary Success

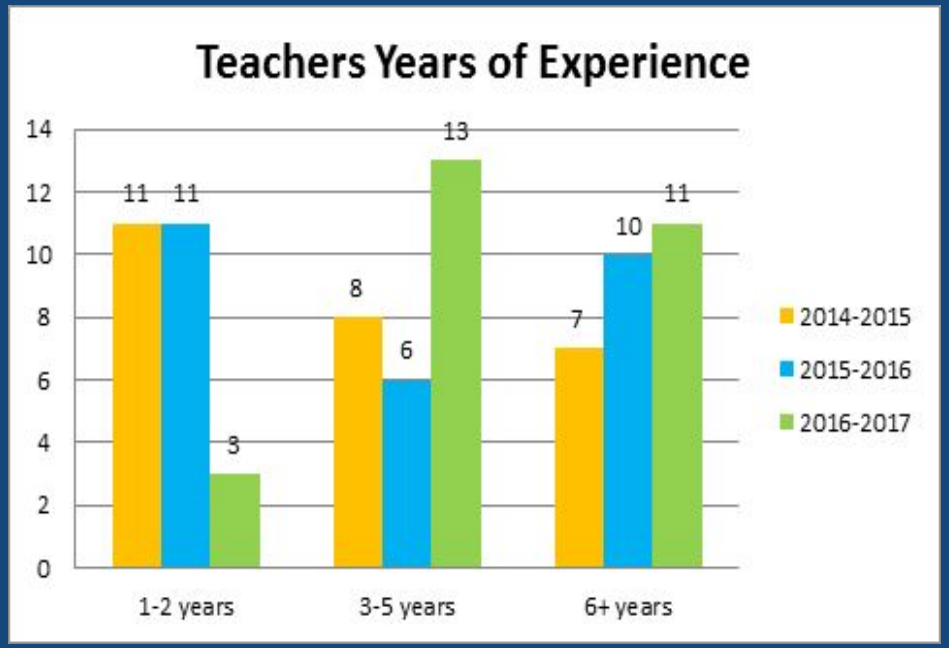
HYDE
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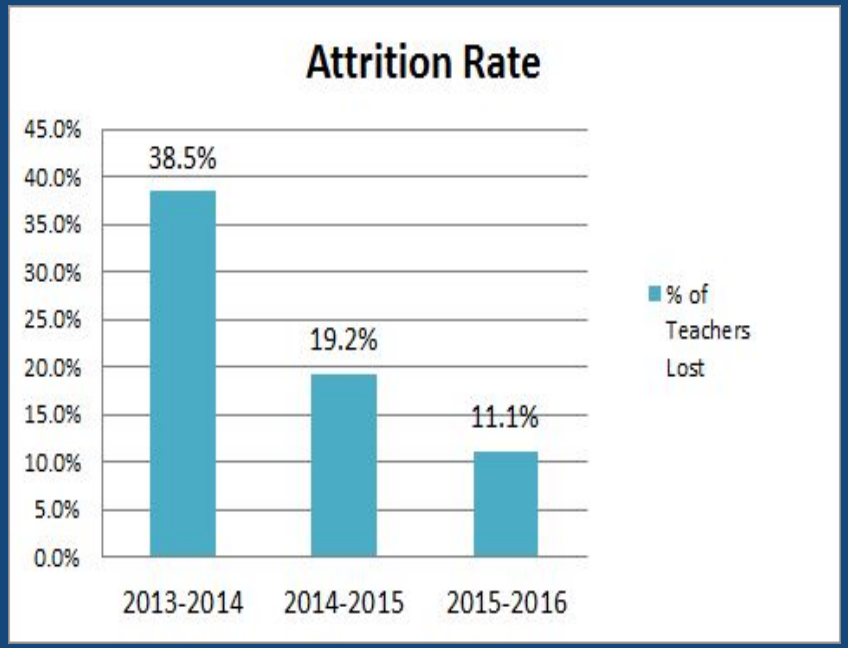
High School Organization Chart 2016-2017



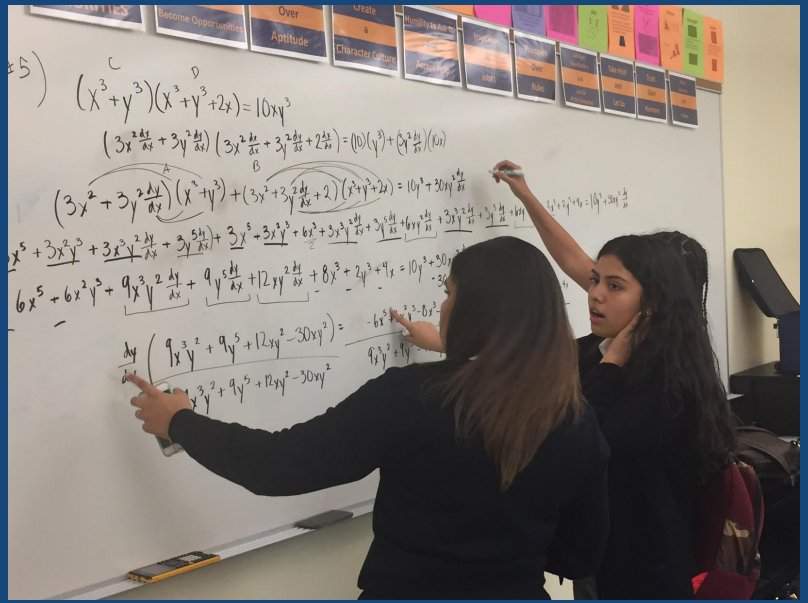
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Preparation for Life

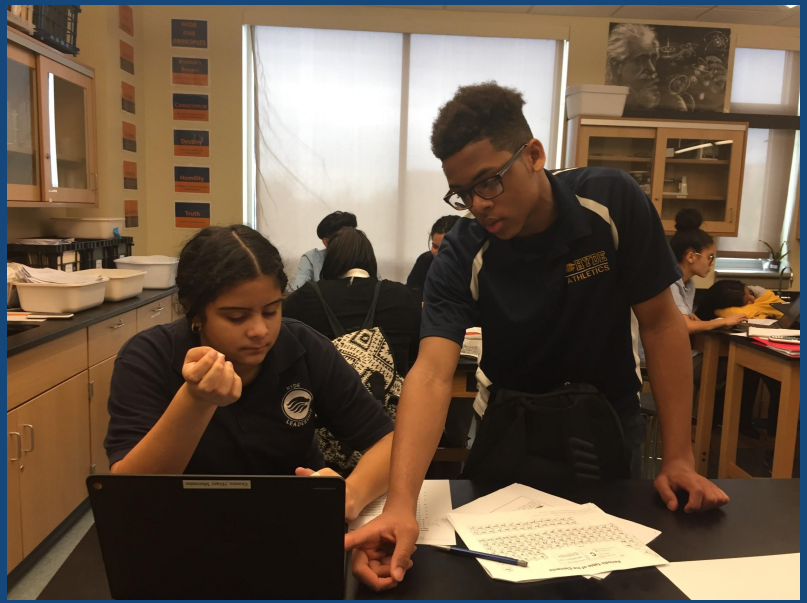
HS Teacher Experience & Retention





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High School Academics

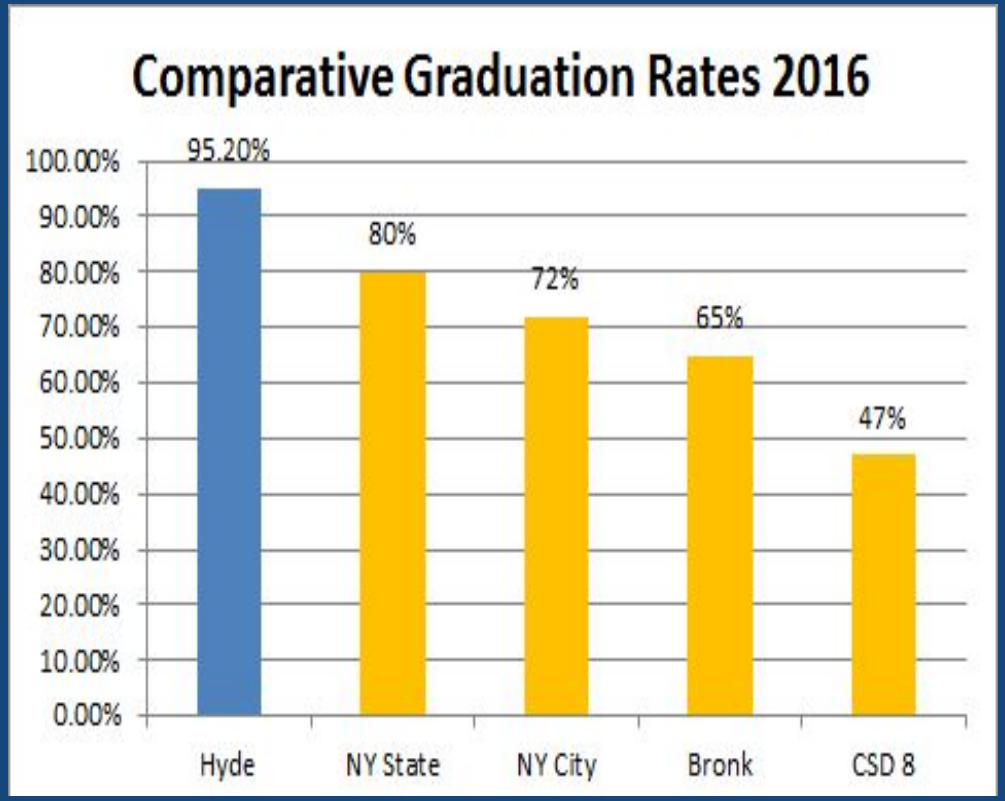
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Comparative Academic Performance

	55+	Percentage Above CSD Bronx 8	65+	Percentage Above CSD Bronx 8	Hyde CSD Bronx 8 % 55+ **	Hyde CSD Bronx 8 % 65+ **	# of Hyde Students
Common Core English	94%	14%	84%	18%	80%	66%	104
Common Core Algebra I*	86%	5%	61%	4%	81%	57%	163
Global History	89%	26%	78%	38%	63%	40%	89
U.S. History*	74%	2%	59%	4%	72%	55%	134
L. Environment*	84%	7%	63%	9%	77%	54%	172
*Includes 8th graders							

KEY
0% to 9% Above CSD Bronx 8
10% to 19% Above CSD Bronx 8
20%+ Above CSD Bronx 8

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	Graduation Year	# of Adv. Regents Diplomas	% of Cohort
Earned an Advanced Regents Diploma	2013	5	7%
	2014	6	10%
	2015	11	16%
	2016	12	19%
On Track to Earn and Advanced Regents Diploma	2017	25	44%
	2018	26	38%

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Practices Identified as Successful in the High School



Restorative Practices

Data-driven instruction

Graduation progress tracking

Curriculum Alignment

Common Writing Practices

Vocabulary instruction

College Readiness Assessment Program

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HYDE Practices in HS



Senior Process

School Meeting

Discovery Groups

Quarterly EEMO Self-Assessments

Faculty Evaluations

Journaling

Seminars

Auditions

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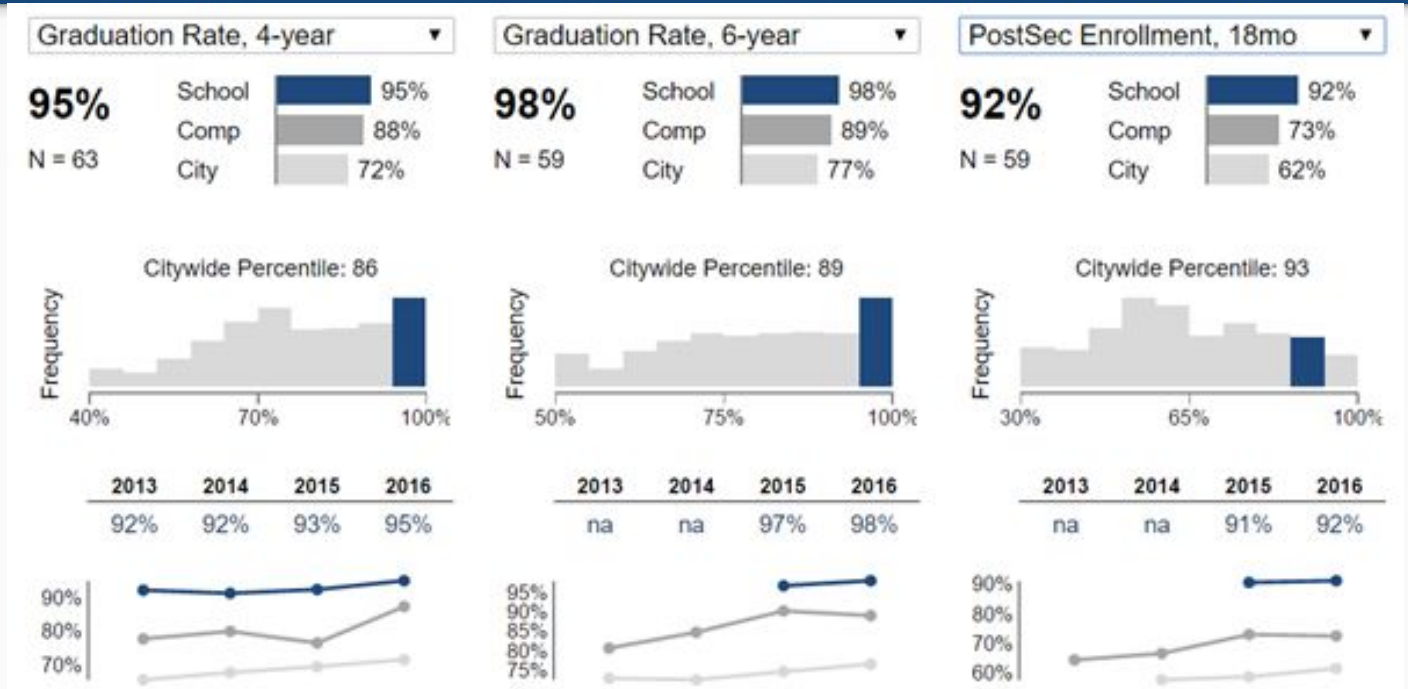
Looking Ahead: Practices for Improvement & Change

- Classroom Culture Plans
- Engaging ALL Students
- Technology Infusion
- K-12 FED Program Alignment
- Homework
- College-Readiness



College Access

- Increase in 4-year public college enrollment
- Increase in financial aid and decrease in total out-of-pocket cost per year
- Increase in overall college readiness by DOE & College Board standards
- Decrease in need for remedial support





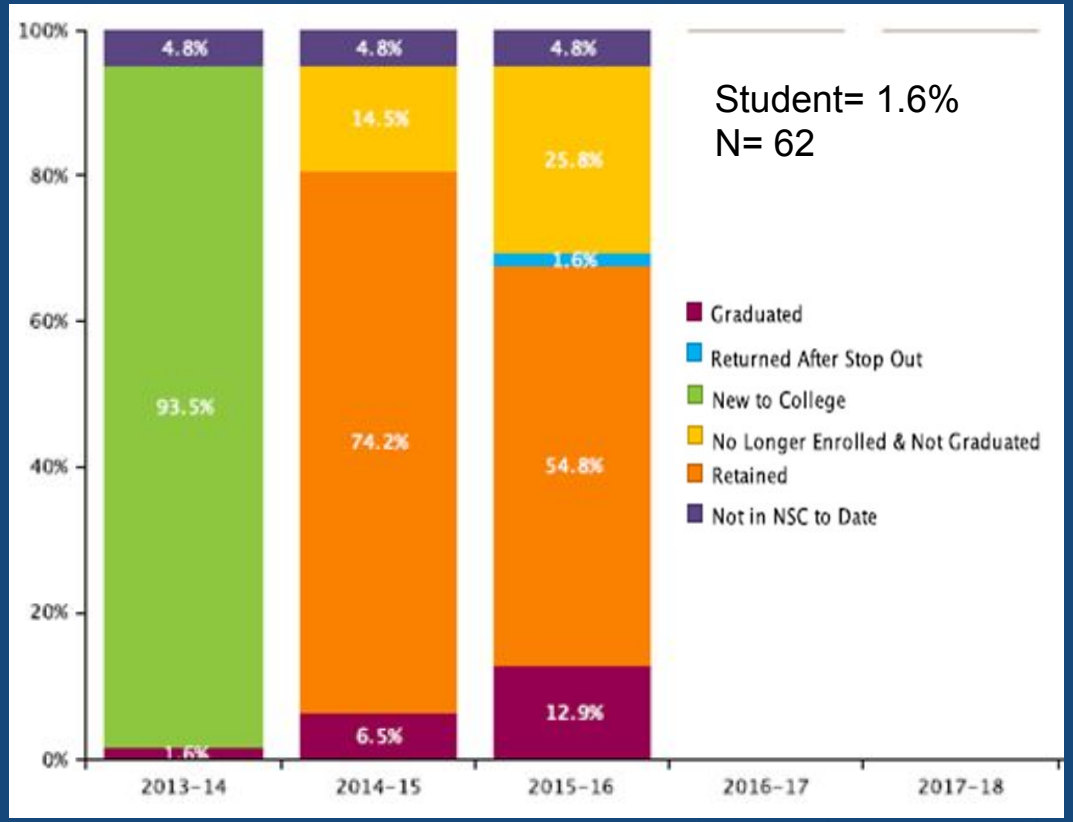
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College Success



- The Class of 2013 provides a base of data
- Refining a balanced approach to alumni support
- Wilder Baker grant support
- Undocumented students transitioning to college

Class of 2013 Postsecondary Enrollment & Progress



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K-12 SWOT Analysis and Next Steps

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HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
February 27, 2017 – 6:00 PM

1. **Approve minutes from January 28, 2017 meeting**
2. **Committee Assignments and Succession Planning**
3. **Executive Director's Report**
   - **COO search**
   - **Charter Renewal preparation**
   - **Program activity**
4. **Finance Committee**
   - **January Financials**
5. **Development Committee**
   - **Recent activity**
   - **New opportunities**
6. **Facilities**
7. **Human Resources Committee**
8. **Marketing/PR/Advertising Committee**
9. **Education Committee**
10. **Government Relations Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
February 27, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Deborah Dumont
	Oz Hanley
	Tony Stoupas
	Maureen Singer
	Ruth Jarmul
	Richard Romanoff
	Herb Fixler
	Dennis Mehiel
Trustees Absent:	Herb Kaplan
	Jeanette Melendez
Also present:	Thomas Sturtevant, Executive Director
	Josh Williams, Director of Development and Communications
	Michelle Lopez, Charter School Business Management
	Leslie Rich, Charter School Business Management

The meeting began at 6:10 PM, Mr. Fixler presiding.

1. **January 28, 2017 meeting minutes**

   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the January 28, 2017 Board meeting.

2. **Committee Assignments and Succession Planning**

   Mr. Fixler presented the Board with an updated list of committee assignments for review. See Appendix A.

   Mr. Fixler noted that his term as Board Chair will be expiring at the end of June 2017. Mr. Fixler stated that the Board will begin the process of identifying a new Chair at the March 2017 Board meeting.

3. Executive Director's Report

Mr. Sturtevant reported that the search for a new Chief Operating Officer is underway. Mr. Sturtevant noted that the position has been promoted internally and through staff networks; the school is considering partnering with an executive search firm should this first round of recruitment be fruitless. Mr. Fixler recommended reviewing the executive search firm agreement Hyde used when working to find a new Executive Director in 2014. Ms. Dumont noted that the New York City Department of Education may also be a valuable partner in the search. Mr. Sturtevant indicated that the COO needs to have deep financial expertise, comfort working with diverse staff and stakeholders, and the ability to act as a strategic thought partner.

Mr. Sturtevant reported that the school has done a significant amount of work in partnership with Jim Ford, an independent educational management professional, to apply for a charter transfer application, which would transition the school's charter authorizer from the New York City Department of Education to the State University of New York. Mr. Sturtevant indicated that the application would likely be submitted within seven to ten business days.

Mr. Sturtevant reported that the New York City Department of Education's Annual Comprehensive Review site visit will be taking place on Thursday, April 20, 2017.

Mr. Sturtevant noted that the New York State ELA and Math exams will be taking place beginning at the end of March. Mr. Sturtevant remarked that the third through eighth grades have been providing additional support for students at Saturday Academy, which provides additional hours of academic instruction and practice to students during the weekend.

Mr. Sturtevant reported that Hyde Elementary School has been working to strengthen literacy curriculum. Mr. Sturtevant noted that Elementary School Director, Ms. Amaris Obregon, has been leading professional development and curriculum development sessions with teachers and that the teachers are excited and invigorated by the process. Mr. Sturtevant noted that the literacy development and cross-curricular program at the elementary school aligns to our strategic priorities across K-12, including our prioritization of literacy, critical thinking, inquiry, and authentic assessments.

Mr. Sturtevant noted that a recent report by the DOE noted that certain fixtures of the K- 8 building have failed lead testing. In response, Hyde is allowing students to bring water from home and the school is also working to install at least one new lead-filtering water fountain on the first and fourth floors as a precautionary measure. The DOE's report indicates that although a few water fixtures failed lead testing, the water in the K-8 building is safe for consumption.

Mr. Sturtevant noted that Hyde has revisited its process and procedures for disclosing personal information related to children and families. All external requests for personal information related to Hyde students and families must be approved by the Executive Director.

4. Finance Committee

Ms. Lopez reviewed the financial statements with the Board. Ms. Lopez indicated that Charter School Business Management (CSBM) has been thoroughly reviewing the school's financial information to ensure accuracy of reporting and that some minor modifications are still being worked out, such as the timing of fundraising revenue. Ms. Lopez noted that CSBM has begun conversations with the school's longstanding audit partner, BDO, in order to schedule interim testing for June. Ms. Lopez noted that student enrollment is a bit below the projected figures, resulting in slightly less revenue for the school, but that this is offset by above average special education enrollment. Ms. Lopez noted that administrative discretionary budgets are being overspent, likely resulting from the school's investment in a 10^{th} anniversary celebration in the fall. Ms. Lopez noted that CSBM will continue to support Hyde's financial operations and will provide monthly reports to the Board on financial matters.

5. Development Committee

Mr. Williams reported that the Development Committee had recently hosted a team conference call to discuss next steps for finishing the fundraising year strong. Mr. Williams reported that fundraising totals for the year were behind schedule; but that the school's annual fundraising goal is within reach if all Trustees work together. Mr. Williams noted that he and Ms. Valarie Hunsinger, Hyde K-8 librarian, had recently collaborated on significant grant writing activity and that Ms. Hunsinger has been helping him with various development and communications related projects. Mr. Williams noted that the Board of Trustees can finish the year strong by focusing on high impact individual donors, Hunts Point business support, and by making generous personal contributions to the school.

6. Facilities Committee

No report.

7. Human Resources Committee

No report.

8. Marketing/PR/Advertising Committee

No report.

9. Education Committee

No report.

10. Government Relations Committee

Mr. Williams reported that he would be attending a press conference with City Council Member Rafael Salamanca to promote A/C in all NYC schools.

11. Other Business

Ms. Jarmul noted that Hyde High School's graduation is an important and impactful event, and encouraged the Board to attend and to bring guests.

12. Public Comments

No report.

13. Adjournment

There being no further business, the meeting was adjourned at 7:31 PM.

Minutes prepared by Josh Williams.

February, 2017

Hyde Leadership Charter School

Board of Trustees
Herb Fixler, Chair
Herb Kaplan, Secretary
Dennis Mehiel, Treasurer
Deborah Dumont
Oz Hanley
Ruth Jarmul
Richard Romanoff
Maureen Singer
Jeanette Melendez
Tony Stoupas

Executive Committee
Herb Fixler, Chair
Deborah Dumont
Oz Hanley
Herb Kaplan
Tony Stoupas

Education Committee
Deborah Dumont, Chair
Herb Fixler
Jeanette Melendez
Tom Sturtevant
Tony Stoupas

Nominating Committee
Herb Fixler, Chair
Herb Kaplan
Deborah Dumont
Oz Hanley

Government Relations Committee
Herb Fixler, Chair
Oz Hanley
Dennis Mehiel
Herb Kaplan

Human Resources Committee
Deborah Dumont, Chair
Herb Fixler
Dennis Mehiel
Tom Sturtevant

Finance and Investment Committee
Maureen Singer, Chair
Herb Fixler
Richard Romanoff
Tony Stoupas

Marketing, PR, Advertising Committee
Ruth Jarmul, Chair
Herb Fixler
Susan Marber
Jeanette Melendez
Herb Kaplan

Facilities Committee
Richard Romanoff, Chair
Herb Fixler
Jeanette Melendez
Tony Stoupas
Tom Sturtevant

Development Committee
Herb Kaplan, Chair
Dennis Mehiel
Herb Fixler
Ruth Jarmul
Maureen Singer
Tom Sturtevant
Josh Williams

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
March 27, 2017 – 6:00 PM

1. **Approve minutes from February 27, 2017 meeting**
2. **Presentation from Kevin Quinn of Wye River Group and Discussion**
3. **Discussion of Board Chair Succession**
4. **Executive Director's Report**
5. **Development Report**
6. **Any other business**
7. **Public Comments**
8. **Adjournment**

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
March 27, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler
	Ruth Jarmul
	Herb Kaplan
	Tony Stoupas
	Jeanette Melendez
	Oz Hanley
	Deborah Dumont
Trustees Absent:	Richard Romanoff
	Dennis Mehiel
	Maureen Singer
Also present:	Thomas Sturtevant, Executive Director
	Josh Williams, Director of Development and Communications
	Valarie Hunsinger, K-8 Librarian
	Kevin Quinn, Wye River Group

The meeting began at 6:02 PM, Mr. Fixler presiding.

1. **February 27, 2017 meeting minutes**

   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the February 27, 2017 Board meeting.

2. **Presentation from Kevin Quinn of Wye River Group and Discussion**

   Mr. Quinn introduced himself as a team member at the Wye River Group. Wye River is an organization that provides comprehensive financial and investment advisory services for non-profit organizations, government, and business. Mr. Fixler introduced Mr. Quinn to the group as a potential advisory partner for Hyde Leadership Charter School, as the school considers opportunities and strategies for purchasing the high school facility at 830 Hunts Point Avenue.

Mr. Quinn indicated that the maturation of the charter school movement in New York has led to more financing options for schools. Mr. Quinn reviewed two viable options Hyde might consider pursuing in order to purchase the high school facility, a tax-exempt bond issue or tax-exempt commercial bank financing. Mr. Quinn noted that Wye River Group is interested in partnering with Hyde Leadership Charter School to perform further analysis for the Board's consideration, and to guide the school through the facility acquisition process.

Following discussion, Ms. Dumont motioned, Mr. Hanley seconded the motion, and all Trustees voted in favor of engaging the services of the Wye River Group to partner with Hyde Leadership Charter School as it works to evaluate strategies for acquiring the high school facility at 830 Hunts Point Avenue.

3. Discussion of Board Chair Succession

Ms. Dumont presented a succession planning document outlining the process for the election of a new Board Chair (See Appendix A). The plan includes a process and timeline for applications and interviews, desirable qualities for board leadership, and the responsibilities and duties of the Board Chair. Trustees approved of the process and agreed to the next steps as outlined in the succession planning document.

4. Executive Director's Report

Mr. Sturtevant indicated that the school's charter authorizer transfer application was submitted to the State University of New York and that the school would hear back from SUNY regarding their determination in May or June of 2017. Mr. Sturtevant noted that the school's current charter authorizer, the New York City Department of Education, would be visiting the school on Thursday, April 20th for their Annual Comprehensive Review.

Mr. Sturtevant reported that the school is continuing its search for a Chief Operating Officer and that interviews are underway.

Mr. Sturtevant stated that the New York State ELA Exams were going to begin on March 28th.

5. Development Committee

Mr. Williams reported that the school's YTD fundraising outcomes are short of projections, although the school can meet its fundraising goal with an all-hands-on-deck effort in the final months of the year. Mr. Williams encouraged the Board to invite friends and colleagues to the school's Open House event on Thursday, April 27, 2017.

6. **Any other business**

No report.

7. **Public comments**

No report.

8. **Adjournment**

There being no further business, the meeting was adjourned at 7:57 PM.

Minutes prepared by Josh Williams.

DISCUSSION DRAFT FOR HYDE BOARD PRESIDENT

Appendix A

Process and Timeline

- Review Roles and Responsibilities
- Submit intent to Deborah by April 16, 2017
- Executive Committee Interviews by May 1, 2017
- Executive Committee Recommends candidate to Board at May meeting

Qualities and Roles and Responsibilities[1]

- Has passion for and believes in the Hyde mission and principles and inspires others
- Is approachable and available
- Is a strategist and visionary leader
- Encourages open communication and constructive debate
- Upholds legal and ethical standards

[1] Adapted from Charter Board Partners

Board Chair Duties

- Understands financial, fiduciary and Charter responsibilities
- Holds members responsible for carrying out their roles and responsibilities
- Ensures board assessment process occurs
- Cultivates relationships with donors, funders and stakeholders
- Cultivates constructive partnership with School Leader
- Participates in the hiring, monitoring and evaluation of School Leader
- Meets and speaks about School Leader's progress and challenges around goals
- Is involved with Community outreach
- Helps develop meeting Agendas
- Presides over all meeting and specific committees
- May appoint committees or task force chairs
- Serves as ex-officio of all committees

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
April 24, 2017 – 6:00 PM

1. **Approve minutes from March 27, 2016 meeting**
2. **Nominating Committee**
3. **High School Building**
4. **Finance Committee**
5. **Executive Director's Report**
6. **Development Committee**
7. **Human Resources Committee**
8. **Marketing/PR/Advertising Committee**
9. **Facilities Committee**
10. **Education Committee**
11. **Government Relations Committee**
12. **Any other business**
13. **Public Comments**
14. **Adjournment**

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
April 24, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler Dennis Mehiel Ruth Jarmul Herb Kaplan Oz Hanley Deborah Dumont Maureen Singer
Trustees Absent:	Richard Romanoff Tony Stoupas Jeanette Melendez
Also present:	Thomas Sturtevant, Executive Director Stephen Trowbridge, Chief Operating Officer Josh Williams, Director of Development and Communications Valarie Hunsinger, K-8 Librarian

The meeting began at 6:01 PM, Mr. Fixler presiding.

1. **March 27, 2017 meeting minutes**

   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the March 27, 2017 Board meeting.

2. **Nominating Committee**

   Ms. Dumont indicated that thus far, no Trustees have indicated an interest in pursuing the Board Chair position. Mr. Fixler expressed a willingness to remain in his role as Board Chair in the short-term, although he added that a long-term Board Chair will be needed.

   Mr. Hanley noted that two individuals active on the Hyde Alumni Parent Association (HAPA) recently spoke with him about Hyde-Bronx, and that he considered them as potential Board candidates. Mr. Fixler encouraged Trustees to consider friends and

colleagues who may be valuable additions to the Board. Mr. Fixler reminded the Board that Hyde is specifically in need of Trustees who will be able to advance the school's fundraising efforts.

3. High School Building

Mr. Fixler reported that meetings are underway with Kevin Quinn of the Wye River Group regarding strategies and planning for the school's potential acquisition of the high school facility at 830 Hunts Point Avenue. Mr. Fixler noted that Mr. Quinn has prepared a first draft of the RFP for potential funders; the second draft will be reviewed and approved by the Board prior to release. Mr. Fixler reported that Mr. Hanley has agreed to act a pro-bono counsel for the project.

4. Finance Committee

Mr. Trowbridge provided a detailed review of the school's financial position. Mr. Trowbridge noted that the school's March YTD revenue variance was favorable by approximately $16,000 and March YTD expense variance was favorable by approximately $49,000. Mr. Trowbridge noted that the approximate $65,000 favorable net variance to budget represents less than a 1% variance from projections. Mr. Trowbridge also summarized the school's cash balances and projected disbursements, and noted that the school has sufficient operating cash to fund all disbursements.

5. Executive Director's Report

Mr. Sturtevant introduced Mr. Trowbridge as the school's new Chief Operating Officer. Mr. Sturtevant noted that he and Mr. Trowbridge are currently working together to draft a FY 2018 budget.

Mr. Sturtevant reported that the New York City Department of Education visited Hyde on Thursday, April 20, 2017 for their Annual Comprehensive Review. Mr. Sturtevant commented that the visit went very well, and that the visiting team was one of the best that Hyde has worked with in recent years.

Mr. Sturtevant reported that a team from the State University of New York, an alternative charter school authorizer, visited Hyde on Friday, April 21, 2017 and held meetings with Hyde senior leaders on Monday, April 24, 2017. SUNY is currently considering Hyde's application to become authorized under its purview. Ms. Dumont, Ms. Kaplan, and Mr. Fixler were also present for meetings with the SUNY team. Mr. Sturtevant noted that the

conversations with SUNY were positive, collaborative, and encouraged Hyde to inquire about how to best measure the impact of character education.

Mr. Sturtevant provided an update on hiring, and noted that teacher retention is one of the best recruitment strategies. Mr. Sturtevant reported that Hyde Elementary School is planning on hiring another academic coach in 2017-2018 to support adult learning and instruction.

Mr. Sturtevant noted that Mr. Williams was recently accepted into Northwestern University's Kellogg School of Management, and that Mr. Williams will be departing the school in August 2017 to pursue this new opportunity. Mr. Sturtevant congratulated Mr. Williams and conveyed his excitement for the school's incoming Director of Development and Communications, Hyde veteran teacher and librarian, Ms. Hunsinger.

Mr. Sturtevant reported that Hyde's directors are conducting meetings with their team to discuss salary and benefits, opportunities for growth, and priorities in the year ahead. Mr. Sturtevant also noted that the Senior Leadership Team is making progress toward the school's certification goal of 15 uncertified teachers or less by June 2018.

Ms. Sturtevant noted that K-12 school continues to cultivate distinct Hyde Signature Practices. Mr. Sturtevant reported that on Friday, April 21, 2017, K-12 faculty gathered for a seminar regarding transitions, challenges, and leveraging character strengths. Mr. Sturtevant commented that the High School Spring Family Day was on Saturday, April 22, 2017 and that the 12th grade Senior Evaluation Process is underway. Mr. Sturtevant noted that the annual Parent Celebration is on Thursday, June 8, 2017 and that the theme will be a black and white masquerade ball.

Mr. Sturtevant noted that Hyde's Department of College Counseling and Post-Secondary Success is working to ensure students' long-term success. Mr. Sturtevant noted that one of the projects this team is working on is ranking colleges based on the success rates of their scholars who share demographic similarities to Hyde students. Mr. Sturtevant noted that the ambitious goal of the Department of College Counseling and Post-Secondary Success is to increase Hyde students' college graduation rates to 75%, more than eight times the national average for low-income students.

Mr. Sturtevant reported that recent legislation passed at the state level will increase charter school funding by approximately $800 per student, and that a new funding formula has been introduced, which will better enable charter schools to project future revenue.

6. Development Committee

Mr. Williams reported that the school's YTD fundraising outcomes are short of projections, although the school can meet its fundraising goal with an all-hands-on-deck effort in the final months of the year. Mr. Williams encouraged the Board to invite friends and colleagues to the school's Open House event on Thursday, April 27, 2017.

7. Human Resources Committee

Ms. Dumont indicated that the Human Resources Committee will be convening on Tuesday, April 25, 2017.

8. Marketing/PR/Advertising Committee

No report.

9. Facilities Committee

No report.

10. Education Committee

No report.

11. Government Relations Committee

No report.

12. Any other business

Mr. Mehiel expressed gratitude to the group for their support in the wake of the recent, unexpected death of his niece, Corrina Mehiel. Mr. Mehiel expressed an interest in creating a scholarship in Corrina's name, which Mr. Sturtevant indicated the school would be honored to partner on.

13. Public comments

No report.

14. Adjournment

There being no further business, the meeting was adjourned at 7:57 PM.

Minutes prepared by Josh Williams.

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
May 15, 2017 – 6:00 PM

1. **Approve minutes from April 24, 2017 meeting**
2. **Discussion and adoption of Resolutions regarding the purchase and financing of the High School Building**
3. **Nominating Committee**
4. **Finance Committee**
5. **Executive Director's Report**
6. **Development Committee**
7. **Human Resources Committee**
8. **Marketing/PR/Advertising Committee**
9. **Facilities Committee**
10. **Education Committee**
11. **Government Relations Committee**
12. **Executive Session**
13. **Any other business**
14. **Public Comments**
15. **Executive Session**
16. **Adjournment**

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
May 15, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler Dennis Mehiel Oz Hanley Deborah Dumont Maureen Singer Richard Romanoff Tony Stoupas Jeanette Melendez
Trustees Absent:	Ruth Jarmul Herb Kaplan
Also present:	Thomas Sturtevant, Executive Director Stephen Trowbridge, Chief Operating Officer Josh Williams, Director of Development and Communications Valarie Hunsinger, K-8 Librarian Casey Weyand, Guest

The meeting began at 6:01 PM, Mr. Fixler presiding.

1. **April 24, 2017 meeting minutes**

   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the April 24, 2017 Board meeting.

2. **Discussion and adoption of Resolutions regarding the purchase and financing of the High School Building**

   Mr. Fixler provided the Board of Trustees with an updated resolution regarding the school's potential acquisition of its high school facility located at 830 Hunts Point Avenue, Bronx, NY 10474 (See Appendix A). Mr. Fixler indicated that the resolution was drafted in collaboration with the Wye River Group. Mr. Fixler also reported that final decisions

regarding the purchase of the facility will be approved by the Board at a later date. Mr. Fixler noted that Mr. Hanley will act as counsel.

Ms. Dumont motioned, Mr. Hanley seconded the motion, and all Trustees present voted in favor of approving the resolution as presented by Mr. Fixler (See Appendix A).

3. Nominating Committee

No report.

4. Finance Committee

Mr. Trowbridge provided a detailed review of the school's financial position. Mr. Trowbridge noted that the school's April YTD revenue variance was favorable by approximately $5,000 and April YTD expense variance was favorable by approximately $124,000. Mr. Trowbridge noted that the approximate $129,000 favorable net variance to budget represents less than a 1% variance from projections. Mr. Trowbridge also summarized the school's cash balances and projected disbursements, and noted that the school has sufficient operating cash to fund all disbursements.

Mr. Trowbridge noted that the school recently completed its IRS 990 filing.

Mr. Trowbridge indicated that the school's FY 2018 budget is in progress and will be reviewed at the Board's meeting in June of 2017.

5. Executive Director's Report

Mr. Sturtevant reported that the school is successfully managing multiple projects, including an ACR report, SUNY authorization transfer application, and building financing project. Mr. Sturtevant noted that the team's success is thanks in part to the addition of Mr. Trowbridge as COO, as well as Ms. Hunsinger's support of development and communications, and Ms. Christine Moloughney's work on compliance and special projects.

Mr. Sturtevant noted that the Class of 2017 will soon graduate. Mr. Sturtevant reported that this graduating class has the strongest AP, SAT, and Advanced Regents results.

Mr. Sturtevant stated that the school continues to focus on 1) professional development and a teams-based approach to adult learning, 2) furthering student thinking through real-world, project-based learning linked to Hyde's distinct character program, 3) college-readiness cultivated at each grade level, including college-level courses for high school students and

high-school level courses for middle school students, 4) promoting college success by evaluating outcomes by school and using this information to thoughtfully counsel students and families 5) strengthening teacher retention through innovative programs like the Faculty Fellowship and Faculty Retention Committee, early-to-market recruitment practices, competitive salaries, material supports for teachers, teams-based approaches to instruction and adult learning, inclusive education and Integrated Co-Teaching, and fostering a culture of adult collaboration.

Mr. Sturtevant reported that a recent donation from the friend of a Trustee enabled two high school students to attend St. John's College in Annapolis for a weeklong summer learning experience.

Mr. Sturtevant reported that Hyde AP English teacher Mr. Mark Fusco was recently published in Phi Delta Kappa magazine for an article written about teacher retention efforts at Hyde.

6. Development Committee

Mr. Williams reported that City Council Member Rafael Salamanca recently recognized Hyde students at an event in May. Through the participatory budgeting process, Mr. Salamanca will be granting the 730 Bryant Avenue building $150,000 in order to refurbish school bathrooms. Mr. Williams noted that Ms. Hunsinger and Hyde students in the NYC Junior Ambassadors program were instrumental in encouraging community members to vote for this project, resulting in the government allocation.

Mr. Williams reported that the school's YTD fundraising outcomes are short of projections, although the school can meet its fundraising goal with an all-hands-on-deck effort in the final months of the year. Mr. Williams encouraged the Board to invite friends and colleagues to the school's "friendraiser" at the home of Ms. Jarmul on June 14th. Mr. Williams also encouraged Board members to make final gifts for the year and encourage their friends and colleagues to make year-end gifts as well.

Mr. Fixler reiterated the importance of Board giving in support of the school's mission.

7. Human Resources Committee

No report.

8. Marketing/PR/Advertising Committee

No report.

9. Facilities Committee

No report.

10. Education Committee

No report.

11. Government Relations Committee

No report.

12. Executive Session

The Board of Trustees went into Executive Session at 7:19 pm to discuss personnel and compensation for Senior Leadership.

13. Return from Executive Session

The Board of Trustees returned to Open Session at 8:00 pm.

14. Any Other Business

No report.

15. Public comments

No report.

16. Adjournment

There being no further business, the meeting was adjourned at 8:02 PM.

Minutes prepared by Josh Williams.

Appendix A

WHEREAS, the Board (the "Board") of the Hyde Leadership Charter School (the "School") deems it advisable and in the best interests of the School for the School to acquire from Civic Hunts Point Ave Charter Corp ("Civic") fee title to the land and building located at 830 Hunts Point Avenue, Bronx, New York 10474 (the "Property" and the "Purchase," respectively) and to potentially make improvements to the shared use facility ("Shared Use Facility") located at 730 Bryant Avenue, Bronx, New York; and

WHEREAS, the Board deems it advisable that the School incur debt to finance the full purchase price for the Purchase, and of the improvements to the Shared Use Facility, and all closing costs, fees and expenses including, without limitation, fees of financial consultants, bond counsel, underwriting fees, debt service reserve fund and the like.

NOW, THEREFORE, IT IS

RESOLVED, that the School shall enter into a purchase agreement (the "Purchase Agreement") at a purchase price not to exceed $14,250,000 and with such terms and provisions as shall be agreed to by the Board Chair and the Executive Director of the School with the advice of counsel; provided, however, that the purchase obligations of the School thereunder shall be contingent upon the School securing a commitment for a public or institutional bond financing (the "Financing") in an aggregate amount which shall not exceed $17 million;

FURTHER RESOLVED, that the School shall enter into and perform under such agreements, instruments and undertakings as shall be required by Build NYC Resource Corporation (the "Issuer") in connection with the issuance of bonds (the "Bonds") in an amount which shall not exceed $17 million and as shall be required by lenders, underwriters and others and take such other action as may be reasonably required in connection with the Financing;

FURTHER RESOLVED, that the School execute, deliver and perform under the Purchase Agreement, the financing documents (the "Financing Documents") and such other agreements, instruments and documents as may reasonably be required to be executed on behalf of the School in connection with the Purchase and the Financing;

FURTHER RESOLVED, that the Board hereby approves the pledge by the School of the Property and such other collateral as shall be required under the terms of the Financing Documents in order to secure the debt service payments to be made by the School under the Financing Documents;

FURTHER RESOLVED, that the School retain and pay for the services of such legal counsel and advisors as may reasonably be required in connection with the transactions contemplated hereunder;

FURTHER RESOLVED, that the Board hereby delegates authority to the Board Chair and the Executive Director (the "Authorized Officers"), in consultation with the Executive

Committee of the Board (the "Executive Committee"), to take any of the following actions on behalf of the School:

1. To approve or determine (i) the interest rate or rates on the Bonds which initial interest rate(s) shall not exceed 6.5%, (ii) the maturity or maturities of the Bonds which shall not exceed 35 years, and (iii) the terms under which the Bonds will amortize, including the amounts of the amortization payments to be required and the dates of such payments;

2. to negotiate and approve (i) any series resolutions, indentures, bond purchase agreements or other agreements, instruments or documents evidencing or setting forth the terms of the Bonds and providing for the issuance of the Bonds by the Issuer and the sale thereof, (ii) the loan agreements between the School and the Issuer providing for loans by the Issuer to the School of the proceeds of the Bonds upon the terms and subject to the conditions set forth in such loan agreements and for the repayment of such loans by the School and the payment by the School of interest, fees and other costs and expenses in connection with such loans, (iii) bond purchase/placement agreements, continuing covenant agreements and other agreements to be entered into by the School, (iv) letters of representation and indemnity from the School to the Issuer and (v) any and all other agreements, instruments, assignments, amendments, conveyances, certificates, notices, filings, notes, pledges and other documents or agreements relating to the issuance of the Bonds, to the loan agreements, and to the transactions contemplated by these Resolutions, including the Financing Documents and all other agreements pledging or otherwise conveying interests in revenues or assets of the School to secure obligations of the School required under the foregoing, requested by the parties thereto or otherwise deemed advisable in connection therewith;

3. to retain legal counsel and advisors as herein provided, execute and deliver the Purchase Agreement, the Financing Documents and all other documents required to be executed and delivered by the School in connection with the transactions contemplated hereunder in such form as they determine to be appropriate (such determination to be conclusively evidenced by the execution and delivery thereof), and to take any and all other actions as they determine to be appropriate in connection with the Purchase and the Financing and the transactions contemplated thereunder; and

4. to do any and all such other acts and things, including without limitation the making of all filings with governmental authorities, the payment of any and all fees, expenses and taxes and the furnishing of information relating to the School, including financial statements of the School which may be requested of it, as they or any of them may deem necessary or desirable to carry out the purposes and intent of these Resolutions, the Purchase Agreement or the Financing Documents, the taking of any such action by the Authorized Officers or any one of them to conclusively establish their authority to act for the School and the approval and ratification of the action so taken by the Board and the School;

FURTHER RESOLVED, that upon approval of the Financing Documents by the Authorized Officers in consultation with the Executive Committee, the Authorized

Officers be and hereby are authorized, individually and in the name and on behalf of the School to negotiate, execute and deliver the Purchase Agreement and all Financing Agreements and other instruments and to take all actions necessary and appropriate in his or her reasonable judgment to implement the foregoing and any and all transactions related thereto and the execution of such documents shall be conclusive evidence of such determination by such person and that such action or the execution thereof was authorized by the School; and

FURTHER RESOLVED, that in addition to, and without limiting the generality of the foregoing resolutions with respect to the transactions contemplated hereunder, each Authorized Officer, in consultation with the Executive Committee, be and each hereby is, authorized, empowered and directed to take such further action in connection with said financing, and to execute and deliver any other documents, certificates, undertakings, agreements or other instruments (including any supplements, amendments and additions to such documents, undertakings and agreements) and to make all payments required by the aforesaid agreements and such other documents as the person taking such action, with advice of counsel, may deem advisable to carry out the foregoing resolutions; and the taking of such action and the execution of such documents shall be conclusive evidence of such determination by such person and that such action or the execution thereof was authorized by the School.

The foregoing resolutions shall take effect immediately.

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
June 29, 2017 – 6:00 PM

1. **Approve minutes from May 15, 2017 meeting**
2. **Executive Director's Report**
3. **Finance Committee**
   - **Corporate Resolution – Corporate Account**
   - **Review of May 2017/YTD**
   - **Review/Approval of FY 2018 Budget**
4. **Development Committee**
5. **Human Resources Committee**
6. **Marketing/PR/Advertising Committee**
7. **Facilities Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
June 29, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler Ruth Jarmul Herb Kaplan Oz Hanley Richard Romanoff Jeanette Melendez	**Trustees Absent:**	Tony Stoupas Maureen Singer Dennis Mehiel Deborah Dumont

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Josh Williams, Director of Development and Communications (by phone)
Valarie Hunsinger, K-8 Librarian, Development Associate

With a quorum present, the meeting began at 6:04 PM, Mr. Fixler presiding.

1. May 15, 2017 meeting minutes

An amendment to the May meeting minutes was made to correct the purchase price of the high school building which is $14,250,000 versus the noted $15,250,000. A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the May 15, 2017 board meeting with a correction made to the building price.

2. Executive Director's Report

Mr. Sturtevant requested to submit the report in writing to allow more time to review the Finance Report, including the FY 2018 Budget. Please see the Executive Director's report in Appendix A

3. Finance Committee

Corporate Resolution- Citibank Bank Investment Account

Mr. Trowbridge noted that the signing authority for the Citibank Private Wealth Management Account (Investment Account) requires updating through a Corporate Resolution which was presented to the Board for approval and signatures by Mr. Fixler (Chair) and Mr. Kaplan (Secretary). Mr. Trowbridge requested that Mr. Sturtevant and Mr. Trowbridge be added and the names of former Hyde employees be deleted. Mr. Romanoff suggested that Mr. Sturtevant have main authorization in order to maintain dual control. A motion was made that Mr. Sturtevant and Mr. Trowbridge be added as Authorized signers, with Mr. Sturtevant as the main approver. A motion was made, seconded, and unanimously approved by the Trustees present to approve the signing authority. Mr. Trowbridge will file the necessary documentation with Citibank.

Financial Review of May 2017 and FY 2017 YTD

Mr. Trowbridge provided a detailed review of the school's current financial position. Mr. Trowbridge noted that the school's May YTD revenue was unfavorable by approximately $393,000 and the May YTD expense variance was favorable by approximately $33,000. Mr. Trowbridge noted that the approximate net variance to the budget is unfavorable by $360,000, which was caused by a timing issue due to the budgeting of the supplemental payment in May, whereas we expect the payment to arrive in July. For the full year forecast for FY 2017, Mr. Trowbridge noted that revenue would be favorable by $41,000 and that the expense variance would be unfavorable by $43,000, allowing us to meet our net budget. This forecast assumes receipt of a supplemental state payment of $412,000. It was noted that FY 2017 experienced a positive revenue growth of 3.6%, while expenses grew at 2.6%. Fiscal year will close in early August. Mr. Trowbridge also summarized the school's cash balances and projected disbursements, and noted that the school has sufficient operating cash to fund all disbursements.

Mrs. Jarmul inquired about additional revenue. Mr. Trowbridge reported that we don't expect any additional revenue beyond what's expected from fundraising, but that we do expect a refund from New York State for taxes paid in error by Hyde between 2013-2016.

Review/ Approval of FY 2017-2018 Budget

Mr. Trowbridge reported that per pupil funding is currently $14,527 which is a $3.6% increase over previous years. A one-time appropriation of $300 will occur and will not be factored in the budget. Mr. Trowbridge noted that Title I, Title II, and IDE is based on a 3 year average. Mr. Trowbridge noted that the overall FY 17 to FY 18 growth is 3.6%. The fundraising goal is $363,000 based on a 3 year average. Mr. Sturtevant discussed the base student per pupil amount and noted that with the SUNY authorizer, will not have a cap on enrollment or payments. Budget currently does not include a one-time appropriation ($300 per pupil, $288,000). Mr. Trowbridge then summarized the school's budget methodology which would yield a net surplus of $524,000

(after adjusting for $990,000 in non-cash adjustments (Depreciation and deferred rent) for FY 2017-2018.

Mr. Kaplan inquired about the purchase of the high school building and how this may be reflected in the proposed budget. Mr. Trowbridge explained that the proposed budget did not reflect any of the financial impact of the proposed purchase of the high school building. If the purchase occurs, we would make the necessary adjustments to the budget and review with the Board. Mr. Sturtevant noted that the budget was being submitted tomorrow to SUNY and that auditors will be consulted to advise on the one-time appropriation.

A motion was made, seconded, and unanimously approved by the Trustees present to approve the budget for FY 2017-2018 with one caveat: that the school request guidance from its auditors whether the $300 per pupil, one-time supplemental payment (and associated revenue of $288,000) should be included in the 2017-18 budget. Mr. Trowbridge will consult with the auditors.

4. Development Committee

Mr. Williams reported that FY 2017 fundraising goal was achieved. In addition, approximately $21,000 of in-kind donations were received, as well as a grant for $150,000 from New York City to go toward bathroom renovations in the Bryant Avenue building.

5. Human Resources Committee

No report.

6. Marketing/PR/Advertising Committee

No report.

7. Facilities Committee

No report.

8. Education Committee

No report.

9. Government Relations Committee

No report.

10. Nominating Committee

No report.

11. Any other business

Mr. Fixler encouraged board members to make an effort to attend graduation.

Oz Hanley discussed that deal with Civic Builder to buy the high school building. The contract is expected to be signed by the next Board meeting. Mr. Fixler noted that we plan to purchase the building for $15,250,000 using a bank loan. Details of the financing are currently being negotiated with a potential lender. Mr. Fixler reported that Board members will receive a term sheet prior to signing.

12. Public comments

No report.

13. Adjournment

There being no further business, the meeting was adjourned at 7:37pm.

Minutes prepared by Valarie Hunsinger

Appendix A

Executive Director Report
HLCS Board of Trustees Meeting
6/29/2017

1.Strategic Planning update: TKS reviewed the Strategic Plan with the Senior Leadership team in a retreat June 26 & 27.

a. The team affirmed the four themes for strategic focus:
   i. Growth Mindset
   ii. College Readiness
   iii. Testing
   iv. One School

b. Significant Outcomes: Add a theme around long-term sustainability
   i. Facilities planning and needs
   ii. Fundraising and Marketing growth plan
   iii. Create a K-12 Academic Deans' Committee for K-12 Curriculum oversight and management/coordination (could be put under "One School."
   iv. Review and revise the K-12 family engagement and character development programs

2. SUNY Charter Renewal Steps

a. Accountability Plan Progress Report: SUNY will give us their analysis of our data submitted with the Transfer application so that we can begin to work with their measures, standards, and types of analytical tools (like the regression analysis/ effect size study). This will enable us to see what we need to work on to improve and strengthen our academic outcomes for students.

b.SUNY are new partners, actual partners. Their goal is to help us be excellent and serve students/families with the very best education.

c. BOT Education Committee will consider the SUNY accountability metrics closely and the renewal materials closely.

d.Our renewal submission is due 8/15, with a follow up report on our 3-8 test scores in mid-September.

e. We expect a SUNY renewal visit in Early October or possibly Late September. At that site visit, they will expect to interview the BOARD, so once I have that date, I will circulate it to the Board so as many people as possible will be in attendance.

3.End of Year Highlights

a. Great HS graduation. 84% graduation rate (Overall average for our five graduating classes remains over 90%. 100% of the graduates are college-bound (not just admitted to college).

b.MS Regents results were strong, with significant improvement over last year (our first year with 3 Regents classes taught to all 8th grade students).

i. Alg 1 Regents pass rate 2017: 87.3% (2016: 72.7%)

ii. Living Environment Regents pass rate 2017: 70.4% (2016 40.2%)

iii. US History Regents pass rate (this is an 11th grade course): 62% (2016 40.2%)

iv. 51% of our incoming 9th grade will have earned 3 HS Regents Credits in 8th Grade.

v. 76% will have earned 2 HS Regents credits

4. Grades 3-8 State test June Instructional Report on assessed standards.

We received a review of our school performance (not student-level) on the assessed standards. While this information does not allow us to make predictions about our proficiency rates, it does enable us to see how well our students mastered individual standards relative to NYC and relative to our school's performance last year on the same standards. The important conclusions are that we are still relatively weak on Geometry standards, and that we continue to excel on the writing portions of the tests. Next steps are critical review of our math curriculum for instruction of geometry standards/topics. We are very pleased to see the writing initiatives we set in place two years ago continue to produce strong outcomes for students in this foundational academic skill area.

HYDE
Preparation for Life

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
July 24, 2017 – 6:00 PM

1. Approve minutes from June 29, 2017 meeting
2. Executive Director's Report
3. Finance Committee
4. Development Committee
5. Human Resources Committee
6. Marketing/PR/Advertising Committee
7. Facilities Committee
8. Education Committee
9. Government Relations Committee
10. Nominating Committee
11. Any other business
12. Public Comments
13. Adjournment

Hyde-Bronx Trustee Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
July 24, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler Herb Kaplan Dennis Mehiel Ruth Jarmul Tony Stoupas
Trustees Absent:	Richard Romanoff Jeanette Melendez Oz Hanley Maureen Singer Deborah Dumont
Also present:	Thomas Sturtevant, Executive Director Stephen Trowbridge, Chief Operating Officer Josh Williams, Director of Development and Communications

The meeting began at 6:07 PM, Mr. Fixler presiding. The By-laws require a majority of Trustees to be in attendance (currently 6 are required) to meet qourum. The minutes for the June 29th Board meeting will be voted upon at the August meeting.

1. Finance Committee

Mr. Trowbridge reviewed the school's financial position and progress to budget for FY 2017. Mr. Trowbridge indicated that the school's YTD figures included a favorable net variance to budget.

Mr. Trowbridge reported that the school's annual audit process will begin in August by the auditing firm BDO. Mr. Trowbridge indicated that BDO has conducted past audits for the school, and that while he had reviewed other audit vendors for consideration in the spring, the school decided to remain with BDO due to their consistent performance and in-depth knowledge of Hyde's operations.

Mr. Trowbridge reported that the school has sufficient operating cash to fund disbursements.

Mr. Trowbridge provided the Board of Trustees with a high-level FY 2018 budget, which includes supplemental income that is expected from the Department of Education.

Mr. Sturtevant commented that in the coming year, the school will be working to bolster its financial position by acquiring the high school facility at 830 Hunts Point Avenue and further advancing fundraising efforts.

2. Executive Director Report

Mr. Sturtevant provided the Board of Trustees with a draft of a revised copy of the school's mission statement, which includes grammatical modifications and replaces "parents" with "families" to reflect Hyde's multifaceted family networks (See Appendix A). Mr. Sturtevant indicated that the Board will vote on this proposed modification to the mission statement at the next Board meeting.

Mr. Sturtevant reported that teacher retention has improved at the school. Mr. Sturtevant noted that Hyde High School has particularly strong retention figures, with over 90% of staff returning, followed by Hyde Middle School and Hyde Elementary School.

Mr. Sturtevant reported that the school's academic outcomes for the 2016-2017 school year were strong. For the second year in a row, 100% of Hyde 8th grade students took 3 New York State Regents Exams, and the year-over-year change in performance was encouraging. Mr. Sturtevant noted that approximately 50% of Hyde 8th grade students passed all 3 Regents Exams, setting them up for Advanced Regents success in high school and higher levels of college readiness following their high school graduation.

Mr. Mehiel inquired whether most schools are pushing rigorous, Regents-level coursework at the middle school level. Mr. Sturtevant replied that many high-performing schools are doing this, and that Hyde has elected this course of action in order to strengthen K-12 college readiness outcomes.

Mr. Kaplan inquired how the middle school culture is being impacted by the inclusion of Regents level coursework at the middle school level. Mr. Sturtevant replied that middle school students and parents are celebrating 8th grade Regents outcomes, and that the middle school has also intentionally worked to improve creating a character culture in which students hold one another to their best.

Mr. Sturtevant reported that Hyde High School is experiencing a steady year-over-year growth in the percentage of students who graduate from high school with an Advanced Regents diploma, a measure of improved college readiness.
Mr. Sturtevant also noted that Hyde High School has implemented a new intervention program for students who have failed multiple courses in middle school, providing them with a modified pacing schedule to encourage consistent credit accumulation.

Mr. Sturtevant noted that the school's Department of College Counseling and Post-Secondary Success continues to evaluate best-fit colleges for students and counsels them toward schools that provide Hyde graduates with the resources they need to succeed. Mr. Sturtevant indicated that the Department of College Counseling and Post-Secondary Success also regularly reviews which colleges have the most success with Hyde graduates and students with similar demographic characteristics. Mr. Sturtevant reported that 100% of Hyde's graduating Class of 2017 have applied, been accepted, and enrolled into college for 2017-2018.

Mr. Sturtevant noted that the SUNY is considering authorizing a program in which charter schools can create methods to certify their own teachers. While this is still under review, Mr. Sturtevant noted this could have a significant impact on Hyde's recruiting and retention efforts.

Mr. Sturtevant reported that the school is doing a lot of work on its Charter Renewal application to SUNY, and that the Board will need to be involved in the renewal process. Mr. Sturtevant noted that Board members will likely be meeting with SUNY representatives in late September or early October.

Mr. Sturtevant noted that the school is continuing to invest in its K-8 space, including a $30,000 grant from a family to upgrade K-3 learning spaces and a $150,000 grant from the City Council to upgrade K-8 bathrooms.

3. Development Committee

Mr. Williams reported that in the final months of the fiscal year, significant gifts and gift commitments came in; as a result, the school met its fundraising goal for the year. Mr. Williams also reported on July YTD fundraising results, which he noted were above average due to two large individual gifts.

Mr. Williams reported on the progress of additional development and communications activities, including a personalized note that will be going to all FY 17 donors, a grant that is

being written for The Sara Chait Memorial Fund, and follow-up for gifts that have not yet been received.

Mr. Williams encouraged the Board to review the FY 18 plan and meet one-on-one with Ms. Valarie Hunsinger, the incoming Director of Development and Communications, to establish individualized fundraising plans for the year.

Mr. Williams thanked the Hyde Board of Trustees for their support over the past three years during his tenure as Director of Development and Communications. Mr. Williams noted that he is excited for his adventure to continue to Northwestern University's Kellogg School of Management, and that he will remain committed to Hyde's mission, values, and educational philosophy in the years ahead.

4. **Human Resources Committee**

No report.

5. **Marketing / PR / Advertising Committee**

No report.

6. **Facilities Committee**

No report.

7. **Education Committee**

No report.

8. **Government Relations Committee**

Mr. Williams indicated that he would be meeting with Ann Noonan of State Senator Ruben Diaz's office to share the news of Ms. Hunsinger's promotion and his transition to the Kellogg School of Management.

9. **Any other business**

No report.

10. **Public comments**

No report.

11. Adjournment

There being no further business, the meeting was adjourned at 7:13 PM.

Minutes prepared by Josh Williams.

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
August 28, 2017 – 6:00 PM

1. **Approve minutes from June 29th and July 24th meetings**
2. **Executive Director's Report**
3. **Finance Committee**
   - **Corporate Resolution – BBVA Compass, new bank account**
   - **Review of July 2017**
   - **Review FY 2017 Results (unaudited)**
4. **Development Committee**
5. **Human Resources Committee**
6. **Marketing/PR/Advertising Committee**
7. **Facilities Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
August 28, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler	**Trustees Absent:**	Tony Stoupas
	Deborah Dumont		Oz Hanley
	Herb Kaplan		Richard Romanoff
	Dennis Mehiel		
	Maureen Singer		
	Jeanette Melendez		
	Ruth Jarmul (by phone)		

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Valarie Hunsinger, Director of Development and Communications
Nick Ober, Associate Board Chair

The meeting began at 6:12 PM, Mr. Fixler presiding.

1. **Executive Summary**

Mr. Sturtevant reported that Hyde-Bronx's 3rd through 8th grade students grew in both reading and math on the 2016-2017 New York State Exams, surpassing both Community District 8 and the Bronx overall. Mr. Sturtevant noted that growth scores were met in both reading and math, making a lot of progress in math since 2013. Mr. Mehiel commented on our proficiency versus other neighborhood schools. Ms. Singer inquired about the large growth in 7th grade and Mr. Sturtevant noted the consistency of strong teachers, the writing initiative, and focus on character. He also noted the progress made with ENL students, noting that a decrease in ENL students is indicates progress. Mr. Sturtevant also reported that 100% of 8th grade students took Algebra, Living Environment, and US History Regents exam in 2016-2017, noting that 20% more students passed than the previous year, better preparing them for more rigorous classes in high school and college. He also noted that Hyde High school continues to offer AP courses, such as AP English, AP History, AP Computer Science, and more.

Mr. Sturtevant reported on the school's recruitment and retention efforts, noting that we had above average retention rates in 2017. Mr. Sturtevant highlighted that we had high retention for master teachers and strong teachers. Mr. Mehiel inquired about loss in the elementary, and Mr. Sturtevant noted the supports are being put in place. Mr. Sturtevant discussed Hyde 101, a three-day program were all new staff are immersed in the principles and philosophies of the school done in collaboration with the Hyde Foundation.

Mr. Sturtevant reported on the school's Department of College Counseling and Postsecondary Success updates from the summer. Mr. Sturtevant noted Hyde's first college graduates are graduating at rates for exceeding the low-income graduation rates but also noting that Hyde aims to have 75% of students graduating from college.

Mr. Sturtevant concluded by stating that student results are improving through an increase in rigor around reading, writing, speaking, listening, and critical thinking along with strengthening the practice our core principles, foster student engagement with each other, and supporting our students and families past high school.

2. With quorum present at 6:27PM a motion was made (Mr. Kaplan joined at this time), seconded, and unanimously approved by the Trustees present to approve the minutes from the June 29, 2017 and July 24, 2017 Board meetings.

3. Facilities Committee

Mr. Fixler reported on the purchase of high school building, noting that we are moving forward with Compass Bank and expect to close by the end of the year. Ms. Singer requested that the term sheet be sent out to the board. Mr. Fixer noted that Oz Hanley will be our real estate lawyer and Orrick is our bond counsel. Mr. Fixler and Mr. Sturtevant noted that we will obtain an environmental building report from Civic Builders.

4. Finance Committee

<u>Corporate Resolution- BBVA Compass, new bank account</u>

Mr. Trowbridge reported that the school will begin a banking relationship with BBVA Compass if they become our mortgage bank. Mr. Trowbridge proposed that the Board approves the establishing of accounts with Compass in advance of the mortgage closing in the event Hyde

may want to begin a banking relationship. A motion was made, seconded, and unanimously approved by the Trustees present to approve the opening of a corporate account(s) with BBVA Compass and the authorizing Mr. Sturtevant, Mr. Fixler and Mr. Trowbridge as authorized signers.

Review of July 2017

Mr. Trowbridge provided a detailed review of the school's current financial position. Mr. Trowbridge noted that the school's July YTD revenue was unfavorable by approximately $25,000 and the July's YTD expense variance was favorable by approximately $120,000. Mr. Trowbridge noted that the approximate net variance to the budget is favorable by $68,000.

Review of FY 2017 Results (unaudited)

For the full year forecast for FY 2017(unaudited), Mr. Trowbridge noted that the budgeted revenue is $17,515,000 with the actual revenue being $17,917,000, which is favorable by $202,000. The budgeted expenses are $18,080,000 and the actual expenses are $18,078,000, which is a favorable variance of $2,000.

5. Development Committee

Ms. Hunsinger presented a thank you video created by students for the board members, thanking them for the support in 2016-2017 school year. Ms. Hunsinger noted how board members have directly impacted student outcomes from connecting students to a summer college course at St.John's College, starting a college scholarship, connecting students to resources, and the newly remodeled 3rd-grade classrooms. Ms. Hunsinger did a formal introduction highlighting here years at Hyde, in addition to presenting her work with other nonprofits. Ms. Hunsinger asked how the Development Committee can support board members this school year. She requested that each board member complete the HLCS Board Feedback & Action Steps form prior to each one-on-one meeting. Ms. Hunsinger reported that we have raised more than the previous year due to individual donations, corporate matching, and an early board donation. Ms. Hunsinger presented the idea of fundraising from the purchase for the high school building. Mr. Mehiel noted that it would be something we should pursue.

6. Human Resource Committee

Mrs. Dumont and Mr. Sturtevant reported meeting prior to the board meeting and will meet in the next couple of weeks to set new goals for Mr. Sturtevant.

7. Marketing/PR/ Advertising Committee
Mrs. Jarmul reported that she will meet with Ms. Hunsinger to discuss an individual who is agreed to help connect with education reporters.

8. Education Committee
No report.

9. Government Relations Committee
No report.

10. Nominating Committee
No report.

11. Any other business
Mr. Fixler noted that everyone should be an active participant in at least one committee.

12. Public Comments
No report.

12. Adjournment
There being no further business, the meeting was adjourned at 8:11pm.

Minutes prepared by Stephen Trowbridge and Valarie Hunsinger

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
September 25, 2017 – 6:00 PM

1. **Approve minutes from August 28th meeting**
2. **Executive Director's Report**
3. **Finance Committee**
4. **Development Committee**
5. **Human Resources Committee**
6. **Marketing/PR/Advertising Committee**
7. **Facilities Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
September 25, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Deborah Dumont	**Trustees Absent:**	Herb Fixler
	Tony Stoupas		Dennis Mehiel
	Herb Kaplan		Richard Romanoff
	Oz Hanley		Jeanette Melendez
	Maureen Singer		
	Ruth Jarmul		

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Valarie Hunsinger, Director of Development and Communications
Nina Niles, Associate Board Chair
Elizabeth Hittenmark, Director of Students and Family Support

The meeting began at 6:03 PM, Deborah Dumont presiding.

1. **August 28, 2017 Board Meeting Minutes**
   A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from August 28, 2017 Board Meeting.

2. **Executive Director's Report**

Mr. Sturtevant reported that the SUNY Charter Authorizers have recommended a five year charter renewal. Mr. Sturtevant noted the growth of our ELA scores, the rigor of Middle School with all 8th graders taking 3 regents, our High School outcomes including our high school graduation rates and college persistence as key factors in the five year renewal recommendation. Mr. Sturtevant noted that our charter renewal would be voted on October 11th at the SUNY board meeting.

Ms. Jarmul inquired about the switch from the DOE to SUNY. Mr. Sturtevant noted that SUNY has a strong framework for success and will help us meet growth targets.

Mr. Kaplan inquired about how character education would integrate with SUNY measurements. Mr. Sturtevant noted that although it's not directly measured through SUNY, we believe that character education will positively impact student outcomes. Mr. Sturtevant noted that he includes both family and character in his goals.

Mr. Sturtevant provided an update on hiring, noting that we are fully hired in Elementary and Middle School, but there may be some transition in the Elementary Division. Mr. Hanley inquired about purchase of the HS building. Mr. Sturtevant noted that we are on track to close by December 15th.

2. Finance Committee

Mr. Trowbridge provided a detailed review of the school's current financial position. Mr. Trowbridge noted the school's August YTD revenue was favorable by approximately $22,000 and August's YTD expense was unfavorable by $34,000. Mr. Trowbridge noted that the approximate net variance was unfavorable by $12,000.

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For FY 2018 YTD, Mr. Trowbridge reported that the total revenue is $2,905,076 and is unfavorable by $25,000. The budgeted expenses are $2,805,913 and is favorable by $61,000. Mr. Trowbridge noted that the net variance to the budget is unfavorable by $36,000, which represents a 1% variance.

Mr. Trowbridge reported that the school's onsite annual audit was completed on time. Mr. Trowbridge reported that the Finance Committee call would be on October 18th and that it would be important to have a quorum at the October 23rd board meeting.

3. Executive Session

The board convened at 7:35pm in Executive Session.

4. Development Committee

Ms. Hunsinger highlighted three examples of board impact including Herb Kaplan's work with the Bronx Rotary Club, Mr. Romanoff connecting Carlos Pena with a job opportunity that helped prepare him for college, and Ms. Jarmul's husband who asked that donations be made to Hyde on behalf of his birthday. Mr. Hunsinger reviewed the FY 2018 goals and reported that we have raised more than the previous year due to individual donations, corporate matching, early board donation, and a the Literacy & Libations Event. Nina Niles presented on the success of the Associate Board's Literacy & Libations Event. Ms.

Hunsinger discussed upcoming events including the Fall Hyde Open House and Giving Tuesday. Ms. Hunsinger noted that the Development Committee met to discuss the importance of board involvement in individual giving and suggested developing a pre-created friend lists to help identify individuals for different opportunities. Ms. Hunsinger presented the top twenty individual donors and asked for feedback. She also noted that online giving is on the rise and is expected to continue to increase.

5. Human Resource Committee
The Board voted to approve a performance bonus plan for the Executive Director. Acting Chair, Deborah Dumont instructed Mr. Trowbridge on the details.

6. Marketing/PR/ Advertising Committee
Mrs. Jarmul and Ms. Hunsinger met and will provide an update next meeting.

7. Facilities Committee
No report.

8. Education Committee
Mrs. Dumont visited the Elementary School for a day and provided feedback. Mr. Sturtevant and Ms. Obregon met and are working on a plan to support the Elementary School. Mrs. Dumont will be at the school two days a week to provide her expertise. Mr. Sturtevant noted that strategical we are working on turning our best teachers into teacher leaders.

9. Nominating Committee
No report.

10. Any other business
No Report

11. Public Comments
No report.

12. Adjournment
There being no further business, the meeting was adjourned at 8:06pm.

Minutes prepared by Stephen Trowbridge and Valarie Hunsinger

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
October 23, 2017 – 6:00 PM

1. **Approve minutes from September 25th meeting**
2. **Executive Director's Report**
3. **Finance Committee**
   - **Report from Auditors (BDO) on FY 2017 Audit-Wrap and Financial Statements**
4. **Development Committee**
5. **Human Resources Committee**
6. **Marketing/PR/Advertising Committee**
7. **Facilities Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
October 23, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler	**Trustees Absent:**	Deborah Dumont
	Richard Romanoff		Dennis Mehiel
	Herb Kaplan		Tony Stoupas
	Oz Hanley		Jeanette Melendez
	Maureen Singer		
	Ruth Jarmul		

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Valarie Hunsinger, Director of Development and Communications
Nick Ober, Associate Board Chair
Gaaya Thiyagarajah, High School Dean of Instruction
Don Alcuino, BDO USA
Adam Cole, BDO USA

The meeting began at 6:01 PM, Mr. Fixler presiding.

1. **September 25, 2017 Board Meeting Minutes**

A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the September 25, 2017 Board meeting.

2. **Finance Committee**

Mr. Trowbridge introduced Hyde Leadership Charter School's audit partners BDO USA. Mr. Alucino and Mr. (insert last name) provided the Board with a detailed report of the school's financial audit conducted for the 2017 Fiscal Year. Mr. Alucino noted that BDO's audit team received excellent management cooperation during the course of the audit and that Hyde Leadership Charter School exhibited no significant deficiencies or material weaknesses in its

business management processes and procedures. Mr. (insert last name) noted that BDO conducted cybersecurity work and will work with Mr. Trowbridge on cybersecurity policies. Following the conclusion of their summary: A motion was made, seconded, and unanimously approved by the Trustees present to approve the audited financial statements, presented by BDO, for Hyde Leadership Charter School for the 2017 Fiscal Year.

Mr. Trowbridge provided a detailed review of the school's current financial position through Sept. 30, 2017.

3. **Executive Director's Report**

Mr. Sturtevant reported on the SUNY Board meeting held on October 11, 2017. Mr. Sturtevant noted that the SUNY team would revisit Hyde on Wednesday, October 25th and would vote on Hyde's charter renewal at the next SUNY Board Committee meeting.

Mr. Sturtevant reported on leadership planning throughout the school. Mr. Sturtevant noted that Ms. Thiyagaraja, who will fill in as an interim High School Director, is a great example of expanding leadership opportunities internally. Mr. Sturtevant noted the work being done on depth charts and planning to build internal leadership.

Mr. Sturtevant reported on hiring updates, noting that a High School Dean left but was replaced by a High School English teacher. Mr. Sturtevant noted that we have an Elementary General Education position open and will continue to recruit in that area.

Mr. Sturtevant provided updates on the elementary school. Mr. Sturtevant noted that Alison Maher from the Boulder Journey School is a consultant working closely with the elementary school. Mr. Sturtevant noted that a tremendous amount of work is being done in the elementary including off-site curriculum retreats, a new coaching model, child studies, and more.

Mr. Sturtevant shared the words of an 11th grader, Yancee Mendoza, who attended a summer college program at St. John's thanks to Perry Lerner.

Mr. Sturtevant discussed the expansion of the alumni affairs department which will include two veteran teachers who will bolster alumni support with their expertise.

Mr. Sturtevant recommended the book Insight by Tasha Eurish.

Mr. Sturtevant presented the discipline report noting that to-date the school has had three expulsion meetings but no students have been expelled.

Mr. Sturtevant recommended learning more about the new Spofford affordable housing and community development project.

4. **Development Committee**

Ms. Hunsinger highlighted two examples of board impact including Deborah's Dumont's support of the recent National Honor Society Induction and the continuous opportunities created from the Development Committee's friendraiser in June. Ms. Hunsinger opened with a discussion on Hyde's essential fundraising questions including:

1) How is our message relevant and compelling?
2) How are we working to create future fundraising opportunities?
3) How do we sustain current donors?
4) What are the future needs for which we will fundraise?

Ms. Hunsinger reviewed the FY 2018 goals and reported that through the first quarter of the fiscal year, the school's development efforts were on target due to a large individual donation.

Ms. Hunsinger provided a summary of recent fundraising and communications activities, including work on the Character Matters newsletter, annual appeal letter drafting, foundation partnerships, and Associate Board work. Ms. Hunsinger indicated that Athlife sent an award letter and that proposals were submitted to William E. Simon Foundation and Sara Chait Memorial Foundation. Ms. Hunsinger discussed the upcoming Fall Hyde Open House and planning for the annual appeal and Giving Tuesday. Ms. Hunsinger highlighted the following strategies for fundraising excellence including: creating a Board member planning sheet, using our character mission in our fundraising activities, and personal thank you calls.

5. **Human Resources**

No report.

6. **Marketing/ Advertising/ Public Relations Committee**

Mrs. Jarmul and Ms. Hunsinger will meet to discuss marketing and will present at the next board meeting.

7. **Facilities Committee**

Herb Fixler noted that we are expected to close on the High School building on December 15th.

8**. Education Committee**

Mr. Sturtevant noted that he will continue to discuss the elementary school with Deborah Dumont.

10. **Nominating Committee**

Herb Fixler noted the importance expanding the board to 11 members and ensuring we have a quorum each meeting.

11**. Other Business**

No report.

12. **Public Comments**

Nick Ober reported on the successful volunteer event hosted by the Associate Board at the middle school in partnership with the Debate Team. Nick noted an upcoming volunteer event at Citymeals on November 4th and Associate Board planning for Giving Tuesday.

13. **Adjournment**

There being no further business, the meeting was adjourned at 8:01 PM.

Minutes prepared by Stephen Trowbridge and Valarie Hunsinger

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
November 27, 2017 – 6:00 PM

1. **Approve minutes from October 23rd meeting**
2. **Executive Director's Report**
3. **Finance Committee**
4. **Development Committee**
5. **Human Resources Committee**
6. **Marketing/PR/Advertising Committee**
7. **Facilities Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
November 27, 2017
830 Hunts Point Avenue, Bronx, NY 10474
Minutes

Trustees Present:	Herb Fixler	**Trustees Absent:**	Deborah Dumont
	Herb Kaplan		Richard Romanoff
	Oz Hanley		Tony Stoupas
	Maureen Singer		Jeanette Melendez
	Ruth Jarmul		Dennis Mehiel

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Valarie Hunsinger, Director of Development and Communications
Elizabeth Hittenmark, Director of Students and Family Support
Susan Engel
Chavon Sutton

The meeting began at 6:02 PM, Mr. Fixler presiding.

1. **October 23rd Board Minutes**
The bylaws require a majority of Trustees to be in attendance (currently six are required) to meet quorum. The minutes from the October 23rd board meeting will be voted upon at the December meeting.

2.. **Executive Director's Report**

Mr. Sturtevant reported on a transition in the Elementary School, with Christine Moloughney taking over as Elementary School Director. Mr. Sturtevant noted Christine has been a part of Hyde for ten years and has a deep knowledge of Hyde philosophies and practices. Mr. Sturtevant also noted that consultants Alison Maher and Michele Pierce-Burns will work closely with Christine, supporting the coaching cycle and working with students in need.

Mr. Sturtevant reported that 100% of high school seniors have applied to college, with 5 students applying early action. Mr. Sturtevant highlighted the College & Post-Secondary Success Team and their success with matching students to "best match" colleges.

Mr. Sturtevant reported on Giving Tuesday, noting targeted appeals and video to connect donors to specific giving opportunities.

Mr. Sturtevant noted the importance of the December meeting to approve teachers salaries for fiscal year 2019. Mr. Sturtevant also discussed the board retreat on February 3rd, noting that board will receive mid-year reports from directors, discuss the charter landscape, and future program developments and strategic plans.

3. **Finance Committee**

Mr. Trowbridge provided a detailed review of the school's current financial position. Mr. Trowbridge noted the school's October YTD revenue was favorable by approximately $35,000 and October's YTD expense was favorable by $19,000. Mr. Trowbridge noted that the approximate net variance is favorable by $54,000.

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For FY 2018 YTD, Mr. Trowbridge reported that the total revenue is $1,550,445 and is favorable by $35,000. The budgeted expenses are $1,442,111 and is favorable by $19,000. Mr. Trowbridge noted that the net variance to the budget is favorable by $159,000, which represents a 3% variance.

Mr. Trowbridge presented a draft budget timeline, noting that at the December board meeting salary increases for instructional staff would be discussed, and that on December 20th instructional staff would receive salary letters. Mr. Trowbridge noted the importance of a quorum for the December board meeting.

4. **Development Committee**

Ms. Hunsinger highlighted three examples of board engagement including assistance with the annual appeal, providing a match for Giving Tuesday, and for the successful gant award from the Sara Chait Memorial Foundation. Ms. Hunsinger also thanked Herb Fixler, Herb Kaplan, Ruth Jarmul, and Jeanette Melendez for supporting the Fall Open House.

Ms. Hunsinger reviewed the FY 2018 goals, reported that the school's development efforts were on target due to a large individual donation. Ms. Hunsinger compared to-date fundraising totals from FY 2015 to FY 2018. Ms. Hunsinger highlighted the importance of end of the year

fundraising, specifically Giving Tuesday and the annual appeal. Ms. Hunsinger showed Giving Tuesday videos on family retreats, The Wilder Baker College Relief Fund, and Saturday School; and requested that the board share the videos. Ms.Hunsinger highlighted the following strategies for the annual appeal including the importance of personal notes, follow up calls, etc.

Ms. Hunsinger provided a summary of recent fundraising and communications activities, including work on the Character Matters newsletter, annual appeal letters, foundation partnerships, and Associate Board work.

5. **Human Resources**

No report.

6. **Marketing/ Advertising/ Public Relations Committee**

No report.

7. **Facilities Committee**

Herb Fixler noted that the purchase of the high school building is expected to pre-close on December 13th, and will close on December 15th.

8**. Education Committee**

No report.

10. **Nominating Committee**

No report.

11**. Other Business**

No report.

12. **Public Comments**

No report.

13. **Adjournment**

There being no further business, the meeting was adjourned at 7:55 PM.

Minutes prepared by Stephen Trowbridge and Valarie Hunsinger

HYDE LEADERSHIP CHARTER SCHOOL

Board of Trustees Meeting Agenda
830 Hunts Point Avenue
Bronx, NY 10474
December 18, 2017 – 6:00 PM

1. **Approve minutes from October 23rd and November 27th meetings**
2. **Facilities Committee**
   - **Update on High School building transaction**
3. **Executive Director's Report**
   - **Teacher retention – 2018-19 salary proposal for teacher salaries**
4. **Finance Committee**
   - **Report on monthly and YTD results**
   - **Proposed Board Resolution - NYC Dept of Youth & Community Affairs**
5. **Development Committee**
6. **Human Resources Committee**
7. **Marketing/PR/Advertising Committee**
8. **Education Committee**
9. **Government Relations Committee**
10. **Nominating Committee**
11. **Any other business**
12. **Public Comments**
13. **Adjournment**

Hyde-Bronx Trustees Meeting Minutes
Hyde Leadership Charter School
Trustees Meeting
December 18, 2017
830 Hunts Point Avenue, Bronx, NY 10474

Trustees Present:	Herb Fixler	**Trustees Absent:**	Deborah Dumont
	Herb Kaplan		Richard Romanoff
	Oz Hanley		Tony Stoupas
	Maureen Singer		Dennis Mehiel
	Ruth Jarmul		
	Jeanette Melendez		

Also present: Thomas Sturtevant, Executive Director
Stephen Trowbridge, Chief Operating Officer
Valarie Hunsinger, Director of Development and Communications
Christine Moloughney Froman, Director of the Elementary School
Yvonnia Wise, Middle School Director of School Family Partnership

The meeting began at 6:08 PM.

1. **Finance Committee**

Mr. Trowbridge provided a detailed review of the school's current financial position. Mr. Trowbridge noted the school's November YTD revenue was favorable by approximately $35,000 and November's YTD expense was unfavorable by $22,000. Mr. Trowbridge noted that the approximate net variance is favorable by $13,000.

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For FY 2018 YTD, Mr. Trowbridge reported that the total revenue is $7,553,468 and is favorable by $43,000. The budgeted expenses are $7,354,849 and is favorable by $51,000. Mr. Trowbridge noted that the net variance to the budget is favorable by $198,618, which represents a 1% variance.

At 6:32pm a quorum was present, with Herb Fixler presiding.

Mr. Trowbridge presented a board resolution that will allow Mr.Sturtevant and himself to submit financial documents for the NYC Department of Youth and Communities Affairs. A motion was made, seconded, and unanimously approved by the Trustees to pass this resolution.

2. **Approve minutes from October 23rd and November 27th meetings**
A motion was made, seconded, and unanimously approved by the Trustees present to approve the minutes from the October 23rd and November 27th meetings.

3. Facilities Committee
Mr.Fixler noted that the high school building purchase was finalized on December 15th.

4.. **Executive Director's Report**
Mr. Sturtevant reflected on end-of-year developments including the purchase of the high school building and the SUNY charter transfer and 5 year renewal, and recognized those that played a role in those developments.

Mr. Sturtevant introduced Ms. Moloughney. Froman, the new Elementary School Director and noted her work with the charter transfer, the purchase of the high school, Hyde 101, Recruitment Director, and Dean of School Life in the Elementary School. Ms. Moloughney Froman shared her background, her experience at Hyde, and her vision for the Elementary School, including strengthening Hyde's signature practices and bringing a greater sense of joy of learning in the classrooms. Mr. Fixler thanked her for her transition, and asked her to identify elementary school needs. Ms. Moloughney Froman reiterated the need to strengthen Hyde's signature practices including parent discovery groups, school meeting, brother's keeper, etc. Ms. Singer asked about teacher receptivity and how she will measure improvements. Ms. Moloughney Froman discussed her involvement in Hyde 101 and her previous work in the elementary school, noting how those experiences have allowed her to build strong relationships with staff. Mrs. Moloughney Froman noted the improvements will be measured by how many teachers have committed to the elementary school. Mr. Hanley asked about a time when Mrs. Moloughney Froman had failed, and Mrs. Moloughney Froman discussed her the difficulties of her first year teaching.

Mr. Sturtevant highlighted the middle school independent projects week. Ms. Wise noted the numerous projects taking place from math, science, fashion, baking, also noted the positive impact on challenging behaviors.

Mr. Sturtevant noted the maternity leave of Celia Sosa and start of Ms. Thiyagarajah as acting High School Director.

Mr. Sturtevant discussed the early faculty salary letters and the impact on teacher retention. Mr. Sturtevant noted the benefits of early communications in retaining strong teachers. Mr. Sturtevant proposed a 5% to 7% increase. Ms. Jarmul questioned the impact on budget and inquired about a merit system. Mr. Sturtevant noted the feasibility of the increase and also discussed Hyde's internal pay scale and merit system. Mr. Sturtevant noted that a strong faculty is of highest importance. The board affirmed the salary letter process.

5. **Development Committee**
Ms. Hunsinger highlighted three examples of board engagement including assistance with the annual appeal, the growth of Hunts Point Businesses, and Giving Tuesday. Ms. Hunsinger thanked Ms. Dumont, Ms. Singer, Mr. Stoupas, Mr. Kaplan, Mr. Hanley, and Ms. Jarmul for supporting Giving Tuesday. Ms. Hunsinger noted that $13,500 was raised during Giving Tuesday, with 54 unique donors. Ms. Hunsinger presented "Hyde Highlights" including the visit of Councilmember Rafael Salamanca, alumni graduations, sports teams, Independent Projects Week, and student giving projects. Ms. Hunsinger reviewed fundraising goals through December 31st, noted that 12% of all giving happens in the last three days of the year. Ms. Hunsinger presented big gifts updates. Ms. Hunsinger provided a summary of recent fundraising and communications activities, including work on the Character Matters newsletter, annual appeal letters, foundation partnerships, and Associate Board work.

6. **Human Resources**
No report.

7. **Marketing/ Advertising/ Public Relations Committee**
No report.

8**. Education Committee**
No report.

9. **Nominating Committee**
Mr. Fixler noted that Susan Engel's board application will be voted on at the January board meeting.

10**. Other Business**
Mr. Fixler noted that the next board meeting would be on January 22nd and the board retreat would be on held on February 3rd.

11. **Public Comments**

No report.

12. **Adjournment**
There being no further business, the meeting was adjourned at 8:19 PM.

Minutes prepared by Stephen Trowbridge and Valarie Hunsinger