

NOTICE OF THE BOARD OF DIRECTORS OF FLAGSTAFF ARTS & LEADERSHIP ACADEMY, INC. (FALA)

AGENDA OF THE BOARD OF DIRECTORS MEETING

Our mission is to provide a transformative educational experience by developing leadership and cultivating academic excellence in the arts, sciences, and humanities. The individual growth of each student is supported and animated through our nurturing educational community.

Pursuant to A.R.S. §38-431.02, notice is hereby given that the Board of Directors of FALA will hold the following:

- Event: Regular **Board** meeting open to the public
- Date: March 11, 2019
- Time: 5:00pm
- Location: 3401 N. Fort Valley Road, Flagstaff, AZ 86001

Event information:

- The Board/committee may consider any item on this agenda in any order and at any time during the meeting.
- Pursuant to A.R.S. §38-431.4, members of the Board/committee may participate either in person or by telephone, video or internet conferencing speakerphone or other technological devices.
- The Board may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03(A)(3).
- Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting Ms. Tulasi Fowler, Administrative Coordinator, 928-779-7223.
- Materials for this meeting are available at the following:
 - <http://flagarts.com/category/news/>
 - 3401 N. Fort Valley Road, Flagstaff, AZ 86001

Agenda:

I. Call To Order - Judy calls meeting to order at 5:03pm

II. Roll Call:

- A. Judy Jordan, President - present
- B. Dr. Lori Poloni-Staudinger, Vice President - not present
- C. Heather Pierce, Secretary - present
- D. Dr. Sharon Gorman, Treasurer - present
- E. Dr. Barbara Boschmans Beaudrie, Member - present
- F. Birgit Buss, Member - present

III. Approval of Agenda - Judy asks to move Action Item E and Action Item DD to the top of the Action Items to accommodate legal counsel and SPED staff who are here to answer questions. Barbara moves to approve re-ordered agenda, Sharon seconds, all in favor. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

IV. Call to the Public:

"This is the time for the public to comment. Members of the Board may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. §38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism or scheduling the matter for further consideration and decision at a later date."

No one in attendance.

V. Summary of Current Events - Items to be heard only; the Board will not propose, discuss, or take legal action during the meeting unless the specific matter is properly noticed for legal action.

- A. Directors - Judy provided brief update regarding ED improvement plan work with Nathan. Barbara reported on her experience attending the Violas awards. Birgit attended Chairs for Change and shared her experience. No other updates.

- B. Executive Director (ED) - Eli reports that the employment issue discussed at special board meeting is complete. Emergency planning lock down drill occurred a few weeks back. Survey to get feedback about the drill was shared with staff and students, and a student is on the emergency planning committee now also. Accreditation team meeting tomorrow and working on one last document. The Accreditation team will be here in a couple weeks. Eli is setting up Accreditation interviews with parents/staff/students so everything should be set by tomorrow. IDEA grant application for 2020 underway and looking into increasing amounts for this year based on higher SPED numbers this year. Updated charter board paperwork filed. Finance committee meeting to cover advanced budget planning, this week.

Redifusion event was a few weeks ago, got about \$500 and would like to do this annually. Eli explains how the event worked with mixing musicians from different bands but seeing about including FALA music students next year.

Mental health committee, renamed Connection Committee, met last week, some parents attended. Sandy Flores also brought food from food bank for some students on campus so may formalize this relationship to bring donated food more regularly. Mandated reporter training incorporated into next years' back-to-school training.

Beautification event and chili cook off being planned for last week of April. Marketing and Development committee is working on Blues and Brews and CampFALA.

VI. Discussion Items

A. Dean of Academy (DA)

- Teacher evaluation status update - 18 observations completed this semester and all new teachers completed required evaluations. 8 more to go, she won't make her spring break goal but moving along.
- Teacher evaluation program - what's working; what needs improvement - She speaks to its strengths and things that need to be tweaked. It's a comprehensive program which can help teachers be more successful but would like to see a handbook for teachers created. She's been a part of two different trainings about teacher evaluations that would change how she does this. Explains how this might look with some changes that allows her to better support and mentor teachers. Judy asks what steps are being made at the admin level to facilitate changes to the document, as the board approved the current doc as a pilot with the understanding that changes would happen after some use with the doc. Deidre will facilitate this.
- Teacher resources needed (including plan)
- Accreditation update - Eli covered
- Enrollment update - one student left FALA, one new one came in; FALA shadowing program happened in February, too complicated to have student stay for lunch so won't do that going forward, and we need students that are in the grade the new student would be coming into. Many more kids volunteering to take a kid on for shadowing. They've had 6 potential students shadow.
- Climate and culture - Working on 2020 master schedule and handbook. Middle and high school progressions coming along. Surveys for accreditation have gone out. Listened to a FALA alumni talk to students about his experience at FALA and what he took away and what helped him be successful, and how critical thinking has helped him.

B. FALALAT Representative

- Meeting/activity update - Mr. Corbin attending to represent. IEPs and 504s are required to be followed by law and that they trump over gen ed processes, so focusing on that, emphasizing their importance to teachers. Accreditation and what to expect when the team came in and looking for volunteer teachers to speak with the team. Discussing whether senior awards were still necessary, and decided it's an important tradition but the awards need to have value. Each department can give 1-2 awards or a group award if deemed appropriate. Started two new committees focused on 301 distribution and mentoring new teachers.

C. Student Council Officers - no one in attendance

- No update

VII. Consent Agenda - Birgit moves to approve consent agenda, Barbara seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

A. Approval of Minutes:

- [2018-02-11 Regular Minutes](#)
- [2019-03-02 Special Minutes](#)

VIII. Action Items

A. Presentation, discussion, and possible action re: [Finance Committee update](#)

Financials look good in comparison to last year, Enrollments are steady and we're getting fees collected as well as donated funds from tax credit campaign. Things will probably be even better next time. The automation for fees is making things easier, although it was a bit tough at first. Some kind of communication needs to go out about automation, so some better communication around this would be good. We are up 40K from a year ago in cash (confirm). We will continue to pay Magnus but may look at renegotiating in 2020. They've not been responsive. We're in good standing at this point. CIC loan, line of credit, was received. The committee decided to break it out into portions, suggesting to put the total into two different CDs with best interest possible. The loan is really a rainy day fund but we can tap into it if necessary. Once we renegotiate the bond in 2020 hopefully we can pay it off. Some families pay thousands of dollars in fees, and some students don't take certain classes because of the fees, so we're looking at possible restructuring of fees. We can't create a barrier to students taking these classes so need to find a way to make this easier.

Solar contract - we're basically breaking even so we're going to continue it until we renegotiate the bond and analyze what to do at that point.

Reclassifying some items on the budget as well. Did talk about the architect and talked about a short term and long term master plan based on the information provided.

B. Presentation, discussion, and possible action re: Approval of [Financial reports](#)

Expense are higher this year than last year but we have more students, SPED needs and some legal support have created the increase in expenditures. They are up to 75K. But we're not losing money either. Some additional expenses were not anticipated. We have to get the budget done since it gets submitted to the state in July. So will need to have a good draft in about a month.

Sharon makes a motion to approve January financials, Judy seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

C. Presentation, discussion, and possible action re: [Strategic Planning Committee update](#)

Judy mentions we have not met in a month due to snow days and employment hearing (as admin team was tied up with that). No update.

D. Presentation, discussion, and possible action re: [Policy Review Committee update](#)

Lori is not in attendance so Judy and Birgit provide an update. They've made it through about 200 pages from the document received from ASBA. Making few changes to what was provided by ASBA. Some language isn't inclusive enough but Lori will talk to the attorneys about some of this. Will possibly be ready to come to the board in April with the first chunk of policies to be reviewed/approved by Board. Once all is approved, we can adopt the full manual.

E. Presentation, discussion, and possible action re: Employment contract standardization - Addressing this item first. Nathan from Patrice Horstman's legal team is in attendance. Covers the types of contracts: at will and term, and 3 different types of employees most schools classify their employees as: certified (higher level), classified (professional staff), support staff

Term contract - one year long or other determined length and the employee works for that full 12 month term and the employer employs them for that full 12 month term. It protects everyone involved. Incentive is the guarantee of employment for teacher and that the position will be filled all year (for the school). Most schools do this.

At will contract - it can be terminated at any time by either the employee or employer

Term contract is a more attractive option for teachers. Eli asks when at will contracts are most often used, and Nathan explains it's more easy to fill positions like janitor, bus driver, landscaping, etc. Term contracts also offer due process for the employee should that need occur. They should include start and end date including number of school days (ex. 180 days). Currently FALA teachers/staff get paid over the course of 12

months even if contract for work is only 10 months.

There's no statute that requires a certain number of days for each step in a term contract, so this can be set in the policies we're developing/updating. Barbara mentions the most recent situation felt a bit drawn out so Nathan notes it can be shortened but you also want to allow all parties enough time to be prepared for all steps.

Barbara asks what FALAs contracts are right now and Deidre and Nathan explain they are "kind of" term contracts. Our policies contradict this as they speak to the contracts being at will although the contracts themselves appear to be term contracts. We need to get the policies updated and be clear. Contracts should be written based on Policies.

- F. Presentation, discussion, and possible action re: Inclusion of conflict of interest language in current policies and procedures:
- Reference: [ASBA Policy - Staff Conflict of Interest](#)

Noted two board meetings ago that we currently have a policy that references a separate conflict of interest policy but it is missing from the manual. Patrice suggested we adopt the ASBA one for now until we have the FALA version in place.

Barbara makes a motion to approve and adopt and include in our current FALA's policies and procedures, the ASBA policy on Staff Conflict of Interest. Heather seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

* The following guest teacher (GT) information relates to items G - H:

- Process:
 - Application
 - Interview
 - Requirements:
 - Resume
 - Official Copy of College Transcripts
 - Class One IVP Fingerprint Clearance Card
- G. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Bonnie Westwater
H. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Christina Tucker
I. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Clare Magnuson
J. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Emily Davalos
K. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Jake Fischer
L. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Jason Bull
M. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Jason Crawley
N. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Jeff Urdang
O. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Jessica Taylor
P. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Karla Kennedy
Q. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Kristie Trotter
R. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Laura Vineyard
S. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Leslie Baker
T. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Lorraine Swartzendruber
U. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Mary Heller
V. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Sakenya McDonald
W. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Sarah Buss
X. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Sue Norris
Y. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Suzannah Libby
Z. Presentation, discussion, and possible action re: Approval of inclusion on GT list - Taylor Hudzinski

Board runs through the entire list. Goal is to approve all of these guest teachers to be added to our pool formally. Eli reports that all candidates G-Z have satisfied the minimum requirements to be placed on the guest teacher list. Eli spoke with attorneys about the hiring of Ms. Buss who is on a leave of absence for medical reasons. She may work as a guest teacher if health permits. A doctor's statement was not required

but she did say she had clearance from her doctor to guest teach.

Birgit makes a motion to approve candidates G-Z for approval of inclusion on guest teacher list based on ED's recommendation that all candidates have met minimum requirements. Sharon seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

AA. Presentation, discussion, and possible action re: Review of Organizational Structure

- Reference: [2010 Organizational Chart](#)

Board needs to look at current organization chart and decide how to restructure things ultimately. This is just a conversation starter at this point. Ultimately need to look at developing an org chart that addresses all needs perhaps from a functional perspective. Corbin talks about how we are an academic and performing arts school and that having someone oversee the arts dept, such as a performance director, would be helpful. He's been doing alot of this on the fly. This is all a part of a larger philosophical conversation and who we, FALA, want to be. Deidre speaks to the stress and holding our finger in the dike, but we need more resources and people. Living in a culture of abundance vs. a culture of scarcity. Birgit asks the question about how we can structure Faculty better. There are more layers in the actual org chart you don't see here.

BB. Presentation, discussion, and possible action re: Development of Master Plan Input Process

Eli speaks to this item and explains that if we're going to look out several years and figure out who we want to be in 10 years from now, we have to build a process to do that. And determine how this all impacts finances, etc. and get community input. So we need to put together a group of people who will develop a master plan which could feed capital campaigns, etc. How do we even decide who our stakeholders are? This conversation is mostly about which steps do we take to charge Eli/Deidre with starting this process.

Judy suggests that Eli delegate someone in the FALA community who can start the initial phase for him because we've already charged Eli with some very specific things this next year, and adding this to his plate could be problematic. Barbara mentions the development of a Friends of FALA group and how they might be the stakeholders to move this forward.

Discussion only, no action required.

CC. Presentation, discussion, and possible action re: Solicitation for Fundraising/Development Contract

- Reference: [Sample Proposal](#)

Eli reports that Eric Walden, music teacher and ED of the Poore Clinic, stressed that we need to grow our development arm. If we're going to move forward with fundraising/development there is a cost whether we outsource it or bring someone in part time. Eli asks if we want to solicit bids and build a campaign that would start roll out in the Fall for example. We'll have to spend money up front before we bring money in. Is the loan a possibility? Judy explains that since marketing and development is a priority in the strategic plan that it's now up to the development committee to research and come to the board with a proposal.

Discussion only, no action required.

DD. Presentation, discussion, and possible action re: [SPED Department Restructuring Proposal](#)

Judy comments that this is the program and planning that FALA has needed for years. Kim speaks to how students want to come here and are attracted to FALA and so we are over the average percentage of SPED students. Kim talks about how the SPED program works, what they do, their role, how the teachers are involved, how more mainstream students are integrated. Many students that come here do not want to be put into a contained SPED program like is done at public school. Carol explains that there are 12 different disability categories and we have to serve them each differently. Kim expresses there has been a lot of program development that hasn't been addressed here. Judy asks how many students we have with 504s - about 20-25. With IEPs we're right around 50. FALA has also gotten some students with more involved needs, so we've had to restructure resources to support them.

Carol speaks about meeting needs of students/parents and having the ability to hit the ground running and that would be accomplished through extending the SPED Director contract to 11 months. Much of the background administrative work can - and should - be done over the summer to maximize resources when

students are on campus.

Student study center is run every period of the day which can include 7-15 students. For most, this includes special ed pull out services. Support academics in classroom, re teaching and supplemental instruction, this can be middle and high school students. There are a wide range of needs, and serving those needs with one teacher is not working. Kim states that the SPED staff are trying to find ways to work smarter, so the hope is that a departmental restructuring is going to address this.

Judy expresses her appreciation to Kim for coming to FALA and quickly seeing the needs and developing a plan to best serve students. In her experience, it is the first time in at least 4 years that anyone has done this. The board wholeheartedly agrees and shows gratitude to Kim and Carol for putting this proposal together.

Judy makes a statement expressing the Board's support of the SPED proposal and makes a motion for Eli to work with the Finance Committee to conduct a feasibility study based on the proposal and report back at the April board meeting, Barbara seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

EE. Presentation, discussion, and possible action re: Purchase and installation of a Yurt

Eli speaks to the benefits of adding a yurt for additional space which would allow us to take on an additional 16 students which we haven't been able to allow to enroll because of space. Some electives we have over 30 students or pushing 30, and we do try and limit classes to 25 as part of our philosophy. Judy asks where the yurt would go, which would be between the dance space and middle school buildings. IS the ground safe and level? It would need to be leveled. What about insurance? Would this increase insurance? All of this needs to be looked into. Barbara asks the dimensions - 30 feet in diameter. What about snow load? It's built for snow load. Heather asks some questions about the cost per student vs. cost for the yurt overall and it appears it would pay for itself with only adding about 4 students if we really do get 7500 per student per year. More information needs to be uncovered and be sure that all costs have been considered, and that insurance has been taken care of. Eli/Deidre will bring back an updated cost analysis and proposal with that information included.

No action required, discussion only.

FF. Presentation, discussion, and possible action re: Approval of Dean Evaluation Process

Eli looked at last years evaluation and other documents to ensure the eval is as comprehensive as possible. This will be sent to students, parents and staff as soon as tomorrow if board approves the overall concept and process being proposed. Eli added some from his own evaluation that were broad in nature. Deidre would also do a self-eval with the questionnaire. Once the results are captured, Eli would go through the evaluation himself, Deidre would do hers and then they'd come together and meet and go through the goals she's working on and conduct a formal review. Eli states that he believes he can have the evaluation completed by the first week of April.

Judy makes a motion to approve the deans' evaluation process as presented by the ED. Barbara seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

IX. Future Agenda Items: Fee discussion

- X. Adjournment:** Birgit makes a motion to adjourn at 8:21, Heather seconds. AYES: Judy, Heather, Sharon, Barbara, Birgit; NAYS: none. Motion carries.

Agenda Posted: 2019-03-07 4:20PM
Minutes Posted: 2019-03-13 8:20AM