

**Meeting Minutes**  
**Meeting of the Board of Directors – Envision Education**  
**Thursday, November 17, 2016**  
**Envision Education Support Office**  
**111 Myrtle Street #203**  
**Oakland, CA 94607**

**I. Closed Session: Conference with Labor Negotiator (G.C. 54957.6)**

- Report out from Closed Session
  - None

**II. Preliminary**

- Call to Order
  - Board Chair Parker Blackman called the meeting to order at 5:00pm.
- Roll Call
  - Attendees: Matt Armanino, Keysha Bailey, Parker Blackman, Kathi Burke, Mark Daoust, Marjorie Goux, Gay Hoagland, Phil Johnston, Kristi Kimball, Michael Mendes, Gia Truong, and Mark Yowe
  - On the Phone: Dea’Anne D’Amico and Bob Lenz
  - Absent: None
  - Other’s Present: Terry Cumes, Sarah Chostner, Ben Kornell, Janeen Jackson, Justin Wells, Leslie Nilson, and Laura Robell
- Adopt the Agenda
  - Motion: Kathi Burke
  - Second: Gay Hoagland
  - Approved by voice vote: 13 Yes 0No

**III. Consent Agenda**

- Ratification of Board Meeting Minutes: September 8, 2016
- Board Resolution concerning Education Protection Account (EPA)
- Approve Consent Agenda
  - Motion: Mark Yowe
  - Second: Gay Hoagland
  - Approved by voice vote: 13 Yes 0 No

**IV. Public Comments and Announcements: None**

**III. CEO Comments:** Gia thanked board for support at Evening with Envision and for a successful evening. Gia asked the board to keep Envision grounded in the core values (learning/growth, community/team and equity) and to continue to be strong going forward.

**Chair Comments:** Parker reminded the board that this board has been such an excellent partner in focusing on priorities and asked the board to keep the question in mind: How do we stay focused on what’s important and move forward?

## **V. Schools Update**

- Laura Robell (Principal of Envision Academy filling in for Jamie Marantz who is on vacation) highlighted the Silicon Schools Fund visit.
- The report from the visit show that the new Impact Middle's culture and, in particular, the instructional guides impressed the visitors.
- The first exhibition for the Middle Grade being conducted on November 17, 2016. It is focused on social justice issues.
- First round of Common Interim Assessments are completed
- Teachers created projects at October 2016 All Envision Day
- Each School set academic goals with a focus on college readiness with the middle school focus on increasing SBAC scores
- Laura discussed the Plan-Do-Study Act (PDSA) Cycle
- Gia spoke of the middle school visit by former board members. They observed Project based learning in one room and blended learning in another.

## **VI. Talent Update**

- Sarah detailed the staff satisfaction survey conducted at All Envision Day in October.
- 86% response rate
- Purpose of the survey was to continue to make Envision Education a great place to work, ensure that everyone feels their job is doable and make an inclusive culture where everyone feels included
- Goals
  - cut teacher turnover in half: 80% retention
  - have at least 80% think of Envision Education as a great place to work
- This survey serves as the baseline as we have never asked these particular questions before.
- Strengths: Envisioners feel their manager/ principal treats them fairly and cares about them.
- Growth areas: Make the job be more doable, communications, career growth.
- Next Steps: Gather further input from teachers, implement strategies in Spring 2017, assess effectiveness Summer 2017

## **VII. Development Update**

- Phil opened by inviting the board join him in a meeting to re-envision the annual event before the January Board retreat.
- Sarah shared progress towards fundraising goals, including sources of funds and progress since last board meeting
- Sarah shared highlights of Evening with Envision, including increased participation, and detailed trends with the event over time and board member contributions

- The board engaged in a conversation about future events and discussed other fundraisers that could serve as models for Envision
- Michael Mendes reminded the board of the fundraiser being held in his home on December 3<sup>rd</sup>

## **VII. Finance and Operations Update**

- Keysha Bailey informed the board the financial team is working hard on the middle school expansion and Terry will come to the board sometime soon for decision on the direction of the next phase.
- Terry compared the income statement budget versus actuals which had a favorable variance
- Terry detailed the FY2017 Q1 actuals versus budgeted showing a favorable variance of over \$200K, may be due to timing of revenue and expenses.
- Cash flows FY2017: Will probably draw in December and in June as is usual. Most change in variances are the funds needed to start the middle school
- Middle school update. Phase 1 is completed and discussions on Phase 2 begin in this meeting.
- Terry detailed an estimated budget for the Phase 2 of the middle school and discussed the current best thinking on how it could be financed.
- Hayward lease amendments from Hayward Unified School District is still pending
- Terry gave a summary of his 5-year cash flow forecast
- Conclusion: Envision Education has the capacity to finance Phase 2 of the Middle School especially with the additional SB740 funding
- Terry detailed financing options and a timeline for opening of phase 2 in August 2017
- Funders worry most about enrollment and this year all three schools filled with waitlists to fill any empty slots.
- SB740 requires 55% participation in free and reduced lunch. We are at 60% at IA and we can manage that with the lottery weighted towards students from low-income zipcodes.
- The plan to build Phase 2 on the same land as Phase 1 keeps construction risk low.
- Two year forecast looks good regarding the government changes regarding school funding
- Terry detailed next steps and hopes to bring this to the board for a vote at the January meeting.
- Mark Daoust requested a best case versus downside case in the next meeting

## **VIII. Audit**

- Marjorie thanked the audit committee for their hard work and gave a brief overview of the audit
- Unqualified and clean audit, in full legal compliance
- Approval of FY2016 Audit
  - Motion: Gay Hoagland
  - Second: Mark Daoust
  - Approved by voice vote: 14 Yes 0 No

## **IX. Governance**

- Kathi Burke introduced the proposed amendment to bylaws regarding board terms and voting rights of the chief executive officer
- Kathi informed the board that the governance working group recommends that this amendment be approved
- Approve proposed amendment to By-laws
  - Motion: Gay Hoagland
  - Second: Matt Armanino
  - Approved by voice vote: 13 Yes    0 No        1 Abstention

## **IX: ELP Deep Dive**

- Ben gave a comprehensive overview of what ELP currently does for teachers, schools and districts
- The board broke into 4 breakout groups to discuss: LA Strategy, Strategic Partnerships, Impact Metrics and Talent Development
- **Group one LA Strategy:**
  - Do we understand demographics of our current clients and why customers choose ELP?
  - Philanthropy sources in LA
  - Use data to better understand clients
  - How to go deeper with current clients: can we go deeper and create ambassadors
  - Tools: enhancing presentation and story, how do we use the media? Do we need a dedicated resource relation development / sales? Partners for counseling.
  - Teaser where we can get the cost lower than phase one maybe a loss leader to bring them in
  - Can we invite people at other schools to see a portfolio defense based on the relationships we have?
- **Group 2 Strategic partnerships:**
  - Culture match and Internal influencers.
  - Need to have respect for distinct roles each partner brings to the table.
  - Combo stronger than individual pieces.
  - Important to have strong alignment prior to implementation, crystal clear clarity around mutual benefit. So they can be champions and we can measure.
  - ELP should be open to a variety of types of partnerships. Your most successful partner may not look like that in the beginning.
  - Watch out for: desired outcome for each partner needs to be clear. Ignoring red flags about a partner to just make a deal, partner wont honor commitments, constant touch to have them do their thing. Scope creep: getting outside of our lane. ELP not seen as equal partner
- **Group 3 Impact metrics:**
  - What is the compelling evidence for both the schools and the clients?
  - What are you measuring?

- How can we invent the critical and new measures of deeper learning?
- What can we be watching for that no one else is tracking? Link that to our work.
- How is teaching changing?
- **Group 4 Talent**
  - Talent team: traits we need to hire for
  - We need capacity to grow our product.
  - What are the systems and processes we need to ensure quality implementation reliably?
  - Need to invest in onboarding, training, and professional development
  - Ability to scale will require growing outside of Envision Network
- **Discussion**
  - Armanino: It is time to invest in ELP. If we expect it to grow we have to invest in building ELP's capabilities – sales & marketing, especially.
  - Daoust: If we really believe in LA maybe we need someone who is in LA dedicated. BOD members may be able to add LA connections so we can build ELP there.
  - Gia: we have foundations that really believe in us. Time for a big ask
  - Ben: It's coming in fast we're talking 3-10 million grants with the folks we are speaking. We are preparing for the big asks we need the big goal for that
  - Gay: we are re-defining scaling instead of just adding school after school.

**X: Adjournment**

- Meeting was adjourned at 7:38pm