



## **Board of Directors Meeting**

**675 41st St.**

**Oakland, CA 94609**

**March 3rd, 2017**

**8:30 AM**

### *Vision & Mission*

*Yu Ming Charter School will provide a challenging and comprehensive education for Kindergarten through 8<sup>th</sup> grade students, preparing them to be inquisitive and analytic lifelong learners in the 21<sup>st</sup> Century world. Our mission is:*

- *To provide an academically rigorous college preparatory program*
- *To graduate students with bilingual and biliterate skills in Mandarin-Chinese and English*
- *To nurture intellectual curiosity, international perspective and diligence in attaining personal goals*
- *To develop young people with compassion, sound moral character and a sense of responsibility for the community and the environment*

### **I. Preliminary**

#### **A. CALL TO ORDER**

#### **B. ROLL CALL**

NAME	PRESENT	ABSENT
Lucia Hwang	X	
Joy Lee	X	

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Ron Lewis	X	
Julie Mikuta	X	
Sonali Nijhawan	X	
Jessica Norman	X	
Eric Peterson	X	
Brianna Swartz	X	
Ethan Warsh	X	

- C. **APPROVAL OF AGENDA**  
*Moved by: Brianna Swartz*  
*Motion second by: Julie Mikuta*  
*Result: Approved*

II. **INVITATION TO THE PUBLIC TO ADDRESS THE BOARD**

- III. **CONSENT AGENDA** (10 mins)  
A. Approval of December 14, 2017 minutes  
B. Approve November and December 2017 check registers  
*Moved by: Julie Mikuta*  
*Motion second by: Lucia Hwang*  
*Result: Approved*

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#### IV. ITEMS OF BUSINESS

##### A. Principal's report (Principal Park) (15 mins)

###### 1. Include FSO report

Highlights from Principal's report:

- Lots of training and professional development upcoming in March offsite: with OC office of education, Compass Camp (for SEL, accepted as part of the cohort, then will implement "circle model"), CA Charter School Conference (Sue will be part of a panel)
- China trip for 7th graders - Beijing and school exchange in Ningbo, Yangshuo and Guilin, service project at school (Sue out for 10 days, both directors out for 2 weeks)
- Facilities - FYI in Prop 51 \$7.5M half in grant, half in loan - will need to decide if we go forward with this, Prop 39E (energy efficiency - applied for for MLK too)
- Partnership Development (in discussion) - pipeline of teachers for the future, part of Teach Oakland collaborative, looking at partnerships with graduate schools of education - some existing but now trying to make more formal (important for visas for teachers), also thinking about teaching residency program (need cohort of 20 for immersion-specific, potentially for those that will be going back to China to teach)
- Equity and Inclusion work - lots going on, summary of work in report
- Upcoming 4/28 auction and benefit - will be at the Marriott, request for Board donations will be part of this (board match)
- **FSO**: Upcoming family stories night (families write stories together, ways to share with kids), looking at recruitment for next year's leadership, attendance similar to previous years but thinking about ways to continue strong engagement (e.g. share profiles of committee chairs)

##### B. Finance Committee (Jessica Norman) (30 mins)

###### 1. Vote Tax Return forms 990 and 199 for FY17

Note: Updates will be made to language on school description for 2016-17

*Moved by: Eric Peterson*

*Motion second by: Julie Mikuta*

*Result: Approved*

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## 2. Vote 1-Year Audit Engagement Letter

New 1 year contract with same firm as previously used - max increase on longer contract; vote is for new contract that has termination clause and specifies rotation of partners within the firm

*Moved by: Ron Lewis*

*Motion second by: Julie Mikuta*

*Result: Approved*

## 3. Discussion January Financials

- Highlights: LCFF funding - CA propose to close gap on target, but still unanticipated higher costs (esp STRS) = estimated \$500/student for next year but once we're at this point will not see as significant increases YoY; will be looking at 5 year budget coming up to more accurately estimate; SB740 CA looking to provide more funding (program is oversubscribed though so funding only at ~75%, abuse of program by some CMOs, won't know final #s until Aug), one-time funding also being considered (will need to account for that as not an annual source of revenue); need to be conscious of STRS (salary + health and welfare in considering employee compensation)
- Attendance holding up to target; for expenses main variance is personnel and operations (MLK rent, improvements); also will be savings of ~\$35K from no rent at Herzog campus; forecasting to hit 15% at cash reserve at end of year

## 4. Vote Second Interim Financial Report

*Moved by: Jessica Norman*

*Motion second by: Lucia Hwang*

*Result: Approved*

## 5. Vote Line of Credit Renewal

Will consider for following year (after this contract) increasing the amount as school is growing; potentially look into other options for line of credit (ExED has some other contacts to investigate for future)

*Moved by: Lucia Hwang*

*Motion second by: Julie Mikuta*

*Result: Approved*

## C. Education Committee (Julie Mikuta) (10 mins)

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1. Vote Proposal to adopt the El Dorado County Charter SELPA Local Plan and its updated Governance and Administration Chapter

Objective of participation is to lower costs for sourcing by participating in a coalition of charter schools; new guidelines written into contract (no change in the way we engage, only standards that we agree to); have not directly explored between this and OUSD (local) SELPA - usually bc of cost; has been a good experience working with El Dorado but potential constraints are around serving children with specific needs (may need to go to OUSD to get resources against this); purpose of participation is district to be a part of for SpED (consultation, not providing actual services)

*Moved by: Julie Mikuta*

*Motion second by: Ron Lewis*

*Result:*

*Approved*

**D. Facilities Committee (Lucia Hwang) (20 mins)**

1. Vote Contract to engage Kevin Lynch and Gregory Hunter, commercial real estate brokers, in search for permanent site acquisition

- No cost associated with this contract

*Moved by: Eric Peterson*

*Motion second by: Julie Mikuta*

*Result: Approved*

2. Discussion Facilities Committee Update

- Highlights: Relocation of Alcatraz, Prop 51 were chosen (for Herzog though, need to decide if it's what we want to pursue with bigger picture), looking at options for expansion at MLK (building new campus at the site, most realistic consolidation option at existing sites, looking at engaging one of four architecture firms for concepts - understand what is possible on this campus in order to bring to Diocese for discussions, may or may not be about vacating existing building), need to consider alternatives with Herzog Prop 51 and MLK construction (Diocese open to discussions); looking at engaging brokers for looking at other facilities (vote above); starting to look at finances against this esp in the event of new construction - need to answer the question on "what can we afford", will be large undertaking with dedicated involvement to these efforts; looking for more involvement - parents/board members; want to form capital campaign

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committee/consultant in Spring to help with this (as well as combo of Funds, Facilities, Finance); will continue to explore all avenues through CY 2018 to understand all options

#### E. Strategic Planning (Sonali Nijhawan & Eric Peterson) (4 hrs)

##### 1. Discussion Review Educate78's "Readiness to Grow" Report and discuss Yu Ming's potential to grow (120 mins)

- **Board Takeaways on strengths/opportunity areas:** Strong program, longer term initiatives more for a challenge, day-to-day less opinion on/less top of mind, facilities/human capital are a significant risk, lots of positive votes around investing in staff, human capital and program are intertwined
- **Bellwether Takeaways:** See attachment:

Here are our summary ratings across the assessment dimensions...

Dimension	Rating	Rationale
Program	3	<ul style="list-style-type: none"> <li>Yu Ming has a rigorous and mission aligned curriculum, especially in the early grades.</li> <li>Instruction is impactful and yields extremely high student mastery as measured by internal measures as well as state standardized assessments.</li> <li>As Yu Ming seeks to grow and diversify the student body, support and professional development for teachers will need to be strategic and targeted to ensure that the needs of all students are effectively met.</li> <li>Middle School teachers are doing a great deal of work to create and codify curriculum.</li> </ul>
Staff & Org Culture	3	<ul style="list-style-type: none"> <li>Solid foundation for organizational culture, but at risk; Yu Ming will need to clarify its vision and focus, and then align stakeholders (which may include increasing the value placed on diversity, equity, and inclusion).</li> </ul>
Organization Roles	2	<ul style="list-style-type: none"> <li>Roles and decision-making are not yet clearly defined at the leadership level; and capacity in key roles is limited (especially with an eye toward the future).</li> </ul>
Human Capital	2	<ul style="list-style-type: none"> <li>Very strong teacher development and performance management, but the school's overall talent strategy (particularly the development of leaders) will need to be solidified to support future growth.</li> </ul>
External Engagement	3	<ul style="list-style-type: none"> <li>Very strong student recruitment and family engagement.</li> <li>Yu Ming will need additional fundraising and marketing capacity to support growth with quality.</li> </ul>
Operations	3	<ul style="list-style-type: none"> <li>No significant concerns here, but room to tighten systems and enhance scalability across the board.</li> </ul>
Finance	3	<ul style="list-style-type: none"> <li>Adequate financial management and planning.</li> <li>Financial sustainability for a larger network may be constrained by reliance on parent fundraising.</li> </ul>
Goal Setting	4	<ul style="list-style-type: none"> <li>Excellent planning, reflection and performance tracking processes in place, all of which will be even stronger once a new long-term strategic plan is developed.</li> </ul>
Governance	3	<ul style="list-style-type: none"> <li>Board is in a transition phase as the school reaches maturity — this should remain an area of focused reflection and improvement.</li> </ul>

##### 2. Discussion Determine/Update Yu Ming's Identity (100 mins)

Activity identified some priority areas for Yu Ming in who we are as an organization:

- Diversity
- Academic excellence for 21st century

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- Inclusive, welcoming, joyful environment
  - Leading Mandarin immersion
  - Other focus areas: stability (financial, facilities) and teacher training
3. Discussion Determine Next Steps in Strategic Plan Development (20mins)
- Strategic Planning committee will meet with Head of School to determine next steps. Goal to have draft of plan for May meeting and vote on plan in August.

## V. REVIEW OF ACTION ITEMS AND FUTURE AGENDA ITEMS

## VI. ADJOURNMENT

The meeting was adjourned at 2:35 pm.

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