



**Board of Directors Meeting**  
**24-25 INTREPID COLLEGE PREP**

**Date and Time:** September 18, 2024 12-1:30 pm

**Attendance:**

● **Present**

- John Barton, Board member
- Mary Cypress Metz, Board member
- Lauren Sikes, Board member
- Kenny Crapse, Board member
- Cazembe Kennedy, Board member
- Jacob Schall, Board member
- Jessi Hebblethwaite, Board candidate (non-voting participant)
- Anna Russell Thornton, Board candidate (non-voting participant)
- Abigail Rockey, *CEO*
- Amy Shelton, *Senior Director of Human Capital*
- Andrew Dorris, *Director of Finance and Compliance*

● **Absent**

- Alberto Magana, *Intrepid alumni representative*

**Location:**

Opportunity Academy Middle School  
5432 Bell Forge Lane E.  
Antioch, TN, 37013

**12-12:20 pm: Classroom Visits**

- Whitman, Zak Zupko (7 Science)
- Berkeley, Ryan Walsh (7 ELA)
- Oregon, Byron King (7 ELA)
- Yale, Ben Riggle (8 ELA)
- Stanford, Erica Carrisoza (Music)
- Princeton, Noelle Tillman (Art)

**12:20-12:35 pm: Call to Order + Board Business**

- **Membership Updates**

- Board Introductions:



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- Rocky: Hello! Let's go around the circle and introduce ourselves for both the new and returning board members! *[Board members proceed to introduce themselves]*
- Exits:
  - Kelly Gauthier due to rebalancing priorities
  - Rocky: Two candidates that have joined us to vote on since Kelly is rolling off due to conflicting priorities. Jessi and Anna have had the opportunity to meet with the board members, particularly John, and they bring a wealth of knowledge about classroom practices and education. Two additional candidates are on the docket to vote on in the next quarterly meeting - Emelie and Marica. We do need to make some moves on board positions, as well. Todd Jones rolled off the board, but was still helping with financials, and now we have onboarded Kenny and he has been working with Todd to transfer that work. I'm assuming, Kenny, you're still on board? (Kenny: yes!) We are graciously and expeditiously asking for consideration of the board chair position, for either yourself or for a referral.
  - *Are we actively recruiting or adding to the board?*
  - Rocky: We are passively looking. About 10% of my time is devoted to that.
  - *If Marcia and Emelie join, how many would that be?*
  - Rocky: We would be at 8 or 9, depending.
  - *What is the legal number?*
  - Rocky: very low - I think 15 is the max. We are within the legal limit.
  - *Do we have a family member that is interested?*
  - Rocky: We are talking to one family, the mother of Chris and Chris, and one family that unfortunately lives outside of district. Alberto Magana is on the board, and he can be considered a "family member."
- Entrances:
  - Vote on membership:
    - [Jessi Hebblethwaite](#), ELA Content Creator at Miaplaza Inc
    - [Anna Russell Thornton](#), Recruiting and Professional Development Manager at Adams and Reece, LLP



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- Barton: I think both would be great. They both have a background in education. Jessi having worked here, and Anna having worked in other charters.
- Lauren: I actually taught Anna and her brothers at Harpeth Hall. She also did her teaching practicum with me when I was teaching. We have been close family friends.
- Rockey: I'm a 10/10 on my recommendation for them. I managed Jessi when she was an employee - we discussed the concern of conflict of interest, and she's had enough time and space.
- Barton: I move
- MCM: I second
- **Vote: Unanimous approval (all in favor, no opposed)**
- Vote on roles:
  - Kenny as Treasurer
    - Rockey: Let's put Kenny up for a vote.
    - MYM: I move
    - Barton: I second
    - **Vote: Unanimous approval (all in favor, no opposed)**
  - Need to fill:
    - Board chair
    - Vice chair
    - Secretary
    - *Pinned to be voted on the next meeting*
- Potential Candidates *(to be voted on next meeting)*:
  - [Emelie Harris](#), Manager, Development + Marketing at The Family Center
  - [Marcia Smith](#), Academy Program Director at Corner to Corner

### 12:35-1:05 pm: Academics Update

- Rockey: [Shares photos of students in the classroom setting and shares the unique talents of our students/staff]
- **23-24 Data Review**
  - [TVASS](#)
    - Rockey: We are in a developmentally appropriate space - it's now time to sprint towards academics. We have 90% retention, we



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have teachers teaching repeated content, we have more experienced leaders. But, we've been distracted by running a "school" instead of an "academic institution." So that's what we are spending our time on this year - which is exciting.

- As a review of key terms, the TCAP is also known as TNReady and is the end of year standardized exam. TVAAS is the growth measurement - which is nationally recognized. The TVAAS growth metric is so nuanced and important. The comparative data is showing how a student is actually growing compared to the anticipated growth.
- *Can you speak to what is "level 5?"*
- Rocky: 3 is like, if you're on grade level, you'll likely graduate college ready. But, if you're not on grade level, you won't graduate college ready staying at a steady 3. We strive to have 5s given our students are mostly, on average, under grade level. 5 is the bar for us.
- At OA, 5th SS is not tested, but 6-8 is. At Intrepid, we did not teach SS for a while. We have taught it for 5 or 6 years now. We have chosen to align our SS teaching standards to the high school EOC compared to the TCAP - this has come with varying success. Our scores haven't always been great because there is a lot of recall versus evaluation or analysis. We are hoping going into the future that we will see more 4 or 5s, given that we are taking another look at aligning the standards back to the TCAP.
- Science TVAAS - looking really strong. Zak (7 Science) earned a 5; Sommora (Dean of Science) earned a 5
- Math - this was big. Had a significant jump from last year. 5th had a parental leave with rotating subs. That is not an excuse for a 1, but context.
- ELA - 5s across the board.
- At IA, we had 5s across the board in all tests in all subject areas (still waiting for TCAP Math results)
- Again, this is growth. Did we make more growth than expected? Yes. We are a 5 school - which is awesome.
- **IA Comparative**
  - *[Displays historical proficiency data for the last 3 years for every tested content area]*



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- Rocky: Proficiency levels are still not where we want them to be in order to send off our students' confidentiality to really exceptional 4 year universities.
- *What do you expect to be the math scores?*
- Rocky: We had a stronger coach in high school math last school year, so we are anticipating high / strong growth in geometry, and it's unknown re: Alg 2.
- **OA Comparative**
  - *[Displays historical proficiency data for the last 3 years for every tested content area]*
  - Rocky: So again, we are making progress, but it's time to make it exponential.
- **24-25**
  - Rocky: We had the opportunity to get the data, not as early as we would have liked, but it was align to what were expecting. We were expecting improvements, but not necessarily across the board. Kids know how to attack the task, they are understanding the fundamentals, they know the test taking strategies. But, grounding us in our top-line academic objective, we have to get 28 ACT score, not level 5 growth. Principals have made goals towards this academic objective by:
    - OA: They are going to measure TCAP growth and set a goal of 15% growth in proficiency. They are also measuring teacher moves and efficacy with more detail, by creating a sort of playbook.
    - IA: They want to see across the board 5% growth in TCAP. They want to see a 1 point increase in Junior ACT data. Lastly, they want to increase the "bubble students" up in the bands, which would increase their proficiency.
  - *What about the comparative data to public schools in Nashville versus public charter schools?*
  - Rocky: We actually haven't put that data together. We know that we were the highest performing District 6 school - so we are the best in the neighborhood. Overall, I'd say we were pretty much middle of the pack.
  - *The impact of Covid seems worth noting. It was brutal.*



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- Rocky: MNPS is receiving praise for gains post-COVID. But, we are not far enough away from it yet (to really understand it's impact). We are eager to see data move more substantially this year. PALs are tracking proficiency data weekly or biweekly (and taking steps to address). We are doing our first round of interims right before fall break, and will have data right after fall break. I will send out a communication to the board (when we have that data). We do have an important ACT data point - they took a practice test in September. The goal is for students to have 1 full point of average growth. The 23-24 average was 14.8 and the September average was 15.0. This is more a measure of what kids could keep in their brains over the summer.
- I am very pleased with the goal setting that was done with academic teams, and the data tracking mechanisms, and the tenacity they have towards achieving these goals. It's going to get hard later in the year with staff when those small wins may not be happening. We are ready for that challenge.

### **1:05-1:20 pm: Finance Update**

#### **- Presentation of 24-25 Budget Highlights**

-Dorris: This is the same budget for those who were at the May board meeting. For those that are new to funding in TN, it has been a bit of a wild ride. We were formally in BEP and now we are in Year 2 of TISA funding. This is also the first year of post pandemic funding per the ESSER funds. Those are the two big drivers for why we are putting up a deficit budget in for approval. There are reasons why this budget is still the right one for us. We want to continue to meet staffing needs, and build on the retention that we've built. It allows for adjusting to current context in MNPS + TN. IT also allows access to our cash reserve while ending the year with \$7.9M on hand.

-Rockey: That's honestly too much money. We are not a profit organization - we are a non-profit. We should be spending as much as we are able on students. But, we are planning for the "rainy day" and it looks like the rainy day is here. We are feeling grateful and confident in the expenditures because they are tied to specific people or initiatives



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that are deeply positively impactful to our organization.

*-What is our current cash on hand balance?*

Dorris: In July we started with \$6.6.

Dorris: Are there any questions (high level) about funding in general?

Dorris: TISA is different from BEP. Under the BEP, we would get a number per student for a student that is enrolled with us for a period of time. Each student received that same funding. Under TISA, they look at, oh, this student is economically disadvantaged and so they receive additional funding on top of the base. They take a snapshot of the student population and use that information to make projections for the following year.

Rockey: It takes a level of data perfection that we have not had to tackle before.

*-Do they come in without any diagnostics, and so, does that make 5th grade a deficit when they come in?*

-Dorris: That is something we are paying closer attention to. We're not far out enough to say this student hasn't been assigned an IEP yet (and so their funding is impacted) but we should be in that place in the next two years. We have more capacity than most schools to know where our funding is coming from.

*-TISA funding - who put it together?*

-Rockey: State legislature. And some organizations supporting in the background, like Score.

-MCM: They've used the top of line experts in school funding.

*-Why is there no June payment from the statement?*

Dorris: That is aligned to the BEP process, but could change with the TISA.

*-Is this accurate that our 5th grade enrollment is only 95?*

Rockey: Yes - it's actually much lower. There are some reasons why - KIPP opening another school, Metro's 5th grade initiatives to keep 5th grade in elementary. We also got a slower start with recruitment this year. Parents are choosing to keep their students in elementary school. That has been the most compelling actual barrier. We're moving down to 3 cohorts in the fifth grade and that might be a permanent thing.

*-What are other charters doing with their 5th grade?*

Rockey: I think everyone is kind of waiting it out. We aren't entirely sure. In this section of the city, schools are bulging. I think we have some pull



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and play there with families.

*-Are you going to add another 6th grade cohort?*

Rockey: No - we'd like to use that space for our drumming classes or school support team offices.

Rockey: Andrew, Amy, and I are meeting next week to do some 5+ year budgetary planning, so we are not coming back each year with a deficit budget knowing that we have ("money is savings").

*-Have you considered putting a million in investment with a 5% return?*

Rockey: That's what's reflected in the budget now. We have a high yield savings account. We have interest-earning accounts, and have some minimum cash in an operating account, and we also need to start strategizing around the note at the high school. And hopefully, rates will start to go down when we need to refinance the high school. We are also looking at switching banks.

Barton: I'm not worried about the deficit. If there is a way to spend some of our cash, and drive academic results, then I'm all for it. We are (fearful) of ever going back to times (when we didn't make payroll). And I understand that. But when we are in a good position, let's think about how we can use it to drive results.

*-Based on the budget, breakfast and lunch are free to students?*

Rockey: Yes

### **Vote to approve 24-25 budget**

- Kenny: Motion to approve
- Lauren: Second

**- Vote: Unanimous approval (all in favor, no opposed)**