

**NEVADA STATE HIGH SCHOOL
Public Board Meeting
Thursday, January 19, 2023, 6:30 p.m.
Nevada State High School
2651 N. Green Valley Pkwy, #106
Henderson, NV 89014**

**MINUTES OF MEETING (FLAGSHIP)
DRAFT**

Board Members Present (*In-Person or Virtually*)

Chair Matthew Fox
Member Kelly Moxley
Member Bettina Buckholz
Member Julie Hendrix
Member Cathy Sterbentz
Member Andrew Donahue
Member Stephanie Ray
Member Astrid Perez

Board Members Absent

NSHS Staff Present (*In-Person or Virtually*)

Dr. Jesse Welsh, CEO
Dr. John Hawk, COO
Ryan McKnight, FOD
Brittney Varao, SSD
Amy Spero, MED
Melissa McCormick
Dwight Reynolds
Erika Capulo
Marian Vo
Dayana Vidal
Liliana Saligan
Janet Chaffin
Jessica Houchins
Arthur Mayville
Claudia Smith
Kiani Elia
Nichole Moore
Adrianna Penha

Audience Present (*In-Person or Virtually*)

Rae'Chanel Wells
Susie Fuhs
Jonathan Via
Jorde Padilla
Michael Wells

1. Call to Order, Roll Call, and Pledge of Allegiance.

Chair Fox called the meeting to order at 6:30 p.m. with a quorum present.

2. Public Comments #1.

Public comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The Governing Body Chair may allow additional public comment at his/her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.

No public comments.

3. EXECUTIVE UPDATE: An update from members of the executive leadership team on the progress and performance of the school (Jesse Welsh, CEO)

- a) **CEO: SPCSA Response, CIAO Search, & Staffing**
- b) **FOD: Cash on Hand, Tuition Update, Update on Staff Performance Incentives**
- c) **SSD: Student Scorecards Update**
- d) **MED: NSHS Marketing and Recruitment Plan**
- e) **COO: Measures of Accountability, Support Network for Staff Improvement, Building Capacity of Positions**

3a. Dr. Welsh: So as noted in my executive update, we have been responding to requests from the SPCSA regarding inquiries made from public comment during our last meeting and via email from a member of the public. And specifically as included later on the agenda for discussion, we have contracted with the Human Resources Connection, HRC, to collect and analyze exit survey information and interview current and former employees to aggregate into a report and recommendations for action. We anticipate that being completed early to mid March and we are currently planning on holding a special governing body meeting on March 23rd for HRC to be able to present that final report. Additionally we have provided the SPCSA with additional information regarding special education services at their request and are working through legal counsel to respond to the remainder of that request. We have also provided information regarding selection of contractors; and we have received a written memorandum from legal counsel that we have shared with the charter authority that affirms that there is no conflict of interest for us to continue to engage with Drs. Wendy and John Hawk through their company HAAN. We've also provided information regarding fees collected and the SPCSA has affirmed that our practices regarding fees align with other dual-credit high schools, specifically including CSN High School and TMCC High School. And as noted later in our agenda at the request of the SPCSA, we are updating language in our parent/student handbook to add a provision for waiving of fees for students who are on free and reduced lunch. Finally in alignment with one of my quarterly rocks, we conducted a search for a Chief Integrity and Accountability Officer along with the succession advisory team and of course we have with us here tonight Dr. Ray Wells who later on the agenda will present his culture fit and transition plan. Thank you and that concludes my update. I will turn it over to Mr. McKnight for his FOD update and we can take questions at the end of the executive team updates.

3b. Mr. McKnight: As of 12/31/22 our cash on hand was at 184 days and I also threw in there that we've been awarded around \$640,000.00 in grants and we've so far been able to receive approximately \$240,000.00 of that and we are diligently working to spend the rest of that for the rest of the school year. I also provided a tuition update. Our fall tuition came in at \$116,000.00 lower than budgeted. The primary reason for that is that our non-FRL students received a discount, not as big as the FRL students, but they did receive a discount at CSN. It is unclear to us as to why and

there are also no indications that that will continue into next year, so we will continue to budget at their advertised per credit rate. If we look, moving on to the performance incentive report, you can see the breakdown here on the different performance incentives and the categories across the entire network. I'll jump to Tables 3 and 4, I think these are probably the most important. Our average score for completed performance incentives so far this year is 3.74, consistent with previous years. Our overall average is 3.56, and for those that are not aware, that is out of a 4 point scale. And then if you jump to Table 4, our average payout this year is \$829.00 and our grand total average overall is \$723.00. the second page of this report is a list of the actual performance incentives by title and how much money they can potentially pay out or have paid out, if they've already paid out I should say. And so you guys can review that list at your leisure. And that's all I have for now.

3c. Ms. Varao: The SSD update will look specifically at students' scorecards. At this time we have increased the percentage of green scorecards by 14% from October to January and we have decreased the red by 11%. I'd also like to note that historically we are at an all-time high with our green scorecards which I think is a celebration.

3d. Ms. Spero. Thank you. In summary our goal going forward.....well going backwards, we're focusing on our FRL rate, so we have 7 out of 9 locations showing..I think that was one of our big vocal points. Going forward we're looking to increase enrollment in the range of 5% to 10% on a conservative level with a decrease in marketing spend of 25%, possibly more with a strong focus on the FRL and in language Spanish population.

3e. Dr. Hawk: Chair Fox and members of the Board, John Hawk for the record. As you recall we went through our first 100 days on our report in October and on those first 100 days we generated three focus points—report on measures of accountability, support on network for staff improvement and build on capacity of positions pipeline. And the first with a measureable goal by March 2023 report 80% of unqualified reviews for all QCC which are quality control checks after October 6th. I am happy to report that our QCC's are going very well. We went from 56% to reporting over 94% of unqualified reviews. It gives us an overall review rate of 76% which is outstanding. As an organization we shoot for 80% or better; its progress not perfection. Support of the network staff improvement by April 2023 our division, or department, wanted to report 600 hours of support for staff improvement. I am happy to report on the last line of that paragraph, the 540 hours have been reported so far with a planned 250 hours of support. So we're looking from the IPIA standpoint of crushing the goal of 600 hours, I am happy to report that that is all going towards staff improvement. And finally to build to capacity of positions, we had one of our staff members, our IPIA staff members, work with a specific individual on a pipeline for success, which is a 12-week program that they presented to the leadership team and it was approved and they've completed that pipeline for success and we also have an overall goal of July 2021, with Dr. Wells, I am hoping to be very much a part of that and that is to transition a new leader to run IPIA. You'll see the Appendix A and B for backup documentation. And that concludes my report. Thank you.

Dr. Welsh: Thank you Dr. Hawk. Chair Fox that concludes our executive updates. If there any comments or questions, we can take those at this time.

Chair Fox: Do we have any questions or comments from the Board? I will touch a little bit more on the investigation from HR when that item comes up, but I want my fellow Board members to just kind of flag that and we'll do a little bit of a more deeper dive when that Agenda Item comes up later on in this agenda. Hearing no questions or comments, we're going to move on to our next Agenda Item.

4. **CONSENT AGENDA: Information concerning the following consent agenda items has been forwarded to Governing Body members for study prior to the meeting. Unless a Governing Body Member has a question concerning a particular item and asks that it be withdrawn from the consent list, items are approved at one time.**

(Matthew Fox, Chair) (For Possible Action)

- a) **Approval of the meeting minutes from 10/20/2022 for Flagship**
- b) **Approval and ratification of purchase orders (policy, 6200)**
- c) **Approval of updated Student Parent Handbook (NAC 388A.538(1)(g))**
- d) **SPCSA Enrollment Reduction Amendment**
- e) **Written Comments from Donna Korbin submitted from 10/2022 meeting**

Dr. Welsh: Chair Fox, thank you, just two things I want to highlight briefly first. As I noted in my earlier update, there's the handbook on there which updates that language for students receiving free and reduced lunch and waiving of fees. The second thing I just want to highlight is the enrollment and reduction amendment. That brings our enrollment caps in line with what our current enrollment is. That was something that we had put together at the request of the SPCSA which puts us within the realm of what our enrollments are.

Chair Fox motions to approve Agenda Item #4a-4b. Member Donahue seconds. Motion carried unanimously.

5. **Interview candidate(s) for the position of Chief Integrity and Accountability Officer (CIAO) at Nevada State High School. The structure and flow of introductions, presentations, interviews, questions, and layout will be at the discretion of the Governing Body Chair. (Matthew Fox, Chair) (Discussion and Information)**

Dr. Wells: Hello everyone. My name is Dr. (UNINTELLIGIBLE) Wells and I am honored and grateful to stand before you today as candidate for Chief Integrity & Accountability Officer for NSHS. I want to thank you Governing Board and the wonderful staff and faculty here at NSHS as well as my support system for any assistance provided to get me up to this point of the interview process. Please know that I am grateful for the time and consideration to share my experiences, my proposed learning plan and goals for the first 90 days in this role. First I would like to share how my background aligns with the roll for Chief Integrity & Accountability Officer. I have three earned degrees—a Bachelor of Science in Communication; a Master's Degree in Business Communication and a Doctorate in Leadership, all from my alma mater, Spalding University, a private labral arts college in Louisville, Kentucky.

My career in education began 13 years ago. I'm so sorry, Dr. Welsh is so gracious to do this for me. But it began 13 years ago first as a communication professor at Spalding University and also University at Louisville and then at a few community colleges within Louisville, Kentucky. I relocated to Las Vegas in 2014 and started teaching at the College of Southern Nevada and still teach to this day as a communications instructor. In regards to my career for leadership, I have served in various roles and leadership capacities including VP of operations, VP of training for diversity, equity and inclusion and most recently as campus president at Carrington College here in Las Vegas. At Carrington I was accountable for all aspects of operations including 5 academic programs. Two of those were degree programs and a new nursing program and three functional cross departments, financial aid, enrollment services, and career services. Operations of course that includes facilities training, safety, termination, budget, hiring and so forth. So hopefully this gives you a brief insight of my background as it relates to the CIA role.

Now moving along to the learning plan. So it is important that I focus on discovering as much as I can of course about Nevada State High School so I can be an asset to those I serve. I have already taken initiative to of course research the website, review core processes and procedures, interview employees, watch videos regarding the EOS framework. I have already even started reading some the books which you'll hear about and also reviewing employment data. So to further my learning experience I would like leverage support from our CEO, Dr. Welsh, who has been so gracious and he will serve as a mentor and we'll meet formally every week in 101 meetings. Of course this is to help give me a better understanding of the direction NSHS is going in and make sure that we're staying on track with our vision track and organizer. And then next I would leverage support from Dr. Hawk who has offered to serve as my advisor from February 1st through April 30th, and so as one of the founders of NSHS Dr. Hawk definitely understands every aspect of the foundation of the organization as well as critical issues and the support systems needed in place to continue success, so I will meet with Dr. Hawk weekly in form of 101 meetings to support that transition of the CIA role. And then being that NSHS uses EOS, the Entrepreneur Operating System, Business Model by Gino Wickman. I will read the following books by April 30th; and I'm already reading one of them. What the Heck is EOS, The Complete Guide For Employees in Companies Running on EOS; and Traction – Get a Grip On Your Business; and Rocket Fuel: The One Essential Combination That Will Get You More of What You Want For Your Business. Being that NSHS has 9 locations, it is important for me to build a rapport and credibility with the faculty and staff and students and parents there so that I will know how to best serve the needs of the campus in this role, so I plan to visit each campus by the end of the quarter of April 30th.

So for the first 90 days, my goal is to focus on employees. So retention, recruitment and engagement. My focus on employee retention are, our current employment rate is around 57%. According to Lincoln's report, employee retention strategies that work. Some studies predict that every time a business replaces a salaried employee, it cost 6 to 9 months' salary on average. So my objective is to identify the trends and develop a plan of action for retention. As Dr. Welsh stated earlier, HRC is currently interviewing past and current employees and so we should have a report available. From my understanding in mid March I'll be able to analyze those findings and then determine what the next steps would be as far as the strategic plan is concerned. So now we can review recruitment.

So you heard the numbers 57%, we want to ensure that we hire people who follow our core values. So that's having the right people who own it, uphold our core values and continually improve. And so to stay in alignment with our vision, every student college ready and to ensure that we're following our framework model, right people, right (UNINTELLIGIBLE). It's important to ensure our 9 locations are staffed with the support needed to operate consistently and efficiently. So therefore my goal is to meet with Lilly Saligan, the HR Manager to review the recruitment process. I did have discussions with Lilly last week to understand what that process is about, but to meet more on the formal level, we will have a meeting between February and March 1st so that can collaborate a little more. That will help determine what recommendations are needed for improvement by March 1st and then collaborate with HR and hiring managers as well to formulate a strategic plan because we have some critical need roles, our EAC's, I know we have about 4 there (UNINTELLIGIBLE) March 1st and April 1st and then I can finalize a strategic plan of action for recruitment by the end of the first quarter.

And so next we will review engagement. So there's 3 parts of employee engagement. Physical, this is where employees exert elevated levels of energy to complete their work tasks. Emotional where employees put their hearts into their jobs and feel inspired and challenged and then confidence of employees. Forget about everything else than doing their jobs to become fully engrossed in it. So according to (UNINTELLIGIBLE) Foundation, when employees are engaged in each of these levels, they will invest significant energy to complete their work and achieve positive organizational

outcomes and that's what we want. So therefore my objective is to promote engage and boost morale. Therefore I want to start by formulating a culture committee. I have already reached out to some individuals who have committed to that and I plan to invite more by February 24th so that we have a diverse population of employees. And we will meet 3 times during the first quarter—once in February, March and April, and seek recommendations from those team members so that we can define a focus for the committee and set some goals. So we want our faculty and staff to feel valued, appreciated and be engaged to follow our core values.

So in summary, I have shared my background, my 90 day entry plan with learning and actionable goals. I want to thank you again for allowing me this space and opportunity to do so and I'll look forward to serving at NSHS and community and plan to hit the ground running. Thank you again. Are there any questions?

Chair Fox: I'm going to go ahead and open it up to questions from any Board Members. Does any member of the Board have any questions for Dr. Wells?

Member Hendrix: I have a question. I'm really glad to see that you've applied and that you've got these great plans, especially with the employee retention. And I just want you to know I'm glad to hear that that's going to be your main focus because I think having teachers there and having to retrain constantly employees is you know a hindrance to the students and their learning. So I'm just glad, I just wanted to make a comment. I'm just glad to hear that you're going to have the culture community and focus on that and really try to retain these wonderful employees to keep them there for our students.

Chair Fox: Before I get in my questions, does any member of the Executive Leadership Team have any questions for Dr. Wells? I'm seeing a lot of head shakes "no", is that accurate, Dr. Welsh?

Dr. Welsh: That's what I'm seeing in the room, yes.

Chair Fox: Okay. Dr. Wells, maybe 1 question, maybe multiple questions. Let's say you get in, you do your interviews, you get a plan with the school and you find that maybe the workers our executive leadership team, our teachers, our administrative staff, they're just not happy. How do you deal with the scenario in which our culture is maybe turning folks away because they're just not happy in their current employment?

Dr. Wells: Well I think the first step in that is to find out why, you know, what is the reason. You know, why are they unhappy. Is it the role, is it the institution itself, is it a personal, you know, maybe they wanted to be somewhere else in their career path and they feel like they are not getting there. So I think before you can even take action, you'd have to understand who your employees are and why they are here and you know if this is not....if they are truly unhappy being here, then you know we go back to our core values and we also go back to making sure that we do have the right people in the right seats. We want our employees to be happy and we want the employees who are here to be able to have the capacity to do the work. So if they are unhappy because of, say for instance, I'm hoping that with the culture committee we can find through the reports we can find that you know we need that information to even be able to really take action outside of knowing their why. But I think that's going to really drive the focus for a plan to retain the employees.

Chair Fox: What's your plan for continuing to cultivate you know a level of discourse with the Executive Leadership Team? I want to make sure that the people who are on the ground working long hours, helping our students that they see a process improvement, but they feel empowered to

speaking up and to have a dialogue with you. If you can kind of walk me through, first if you agree with that approach, and second how would you cultivate that (UNINTELLIGIBLE), I'd appreciate it.

Dr. Wells: I think that it is important for employees to feel valued and to be heard; to have a voice. I think for people to feel valued, a lot of times they have to have a voice. And so as I indicated during my interview, I know a lot of people, some of you were there. I've always had an open door policy type of approach. I like to be approachable. I want to work with people who feel comfortable sharing their experiences, cause otherwise how do you improve. You can't reach your organization objective if you have people who aren't, you know, who feel like they are being forced to come to work each and every day. You want people who are excited and motivated to do the work, who feel good about what they're doing and my culture interviews, a lot of fun; people enjoy working with students and so that seems to be a huge drive, right, and so again going back to the why, as long as people can talk to people as adults and professionals, I don't think that there should ever be a problem with someone sharing their feelings. You're not going to always come to an agreement and as long as people understand that and you're sticking to again the values of the organization so that you can meet the objective, then I think that's what's important. But I'm hoping that through the report again, we'll find some information there that will help us engage better with employees so that they will want to stay here and grow so that our students can be successful dealing with them, so we can have employment that continuously growing and people expand. In order to do that, you know, we got a lot of (UNINTELLIGIBLE) to do. I know there's a lot of work to do there.

Chair Fox: Those are all my questions. I'll open it up one more time to members of the Board or Executive Leadership in the room if they have any questions. Hearing and seeing none, I believe that this is just a discussion item and that the next item is wanting to take action.

Dr. Welsh: Chair Fox, that is correct.

6. Options regarding next steps for the position of Chief Integrity and Accountability Officer (CIAO) that may include continuing to search for candidates, appointing a candidate that was presented to the board during this meeting, or requiring additional information from candidate(s). Governing Body Chair. (Matthew Fox, Chair) (For Possible Action)

Chair Fox: Before I open it up to my fellow Board members, Dr. Welsh, maybe you can walk through what our potential options could be regarding next steps. If the Board will come forward with Dr. Wells, does that mean she is hired? Did we give you the authority to negotiate the terms for her compensation? Maybe you can provide some clarity there for the fellow Board members.

Dr. Welsh: Sure, thank you Chair Fox. Yes if the Board so moves to move forward with selection of Dr. Wells for the position, then yeah we would engage with her in terms of contracting. I believe we would have a tentative start date of February 1st which aligns obviously with her plan. I've already spoken to Dr. Wells as well regarding our upcoming Executive Leadership angle, which is actually just a few days before that and she has indicated she is willing and able to participate in that as part of her extended culture fit as part of her application process. So yes, next steps would be to engage in contracting with her for the remainder of this school year, that way her contract aligns with the same time line as mine of course.

Chair Fox: Would the contract be brought back to the Board for approval? Do we have to have another meeting, or by vesting you with the authority to negotiate a contract, would that be (UNINTELLIGIBLE)?

Dr. Welsh: Yeah, I believe it would be vesting me with that ability to engage in contracting and we can bring that contract back at the next meeting for official approval if need be.

Chair Fox: And recognizing that the compensation would be within the parameters of the job announcement and salary ranges that were previously discussed?

Dr. Welsh: Yes, Chair Fox, confirming that.

Chair Fox: Does any member of the Board have any questions or comments? Does any member of the Board have any opposition to vesting Dr. Welsh with the authority to negotiate a contract with Dr. Wells? I will say for my part, I was part of the interview process, I think Dr. Wells really set herself apart from the other candidates and she wholeheartedly has my endorsement. With that, I want to open it up for a vote regarding the authority and the motion that we had just discussed on record with Dr. Welsh. I would like a little bit more of a record prior to appointing such a leadership position. Let the record reflect that the SAT teach did its due diligence and Dr. Wells is more than qualified for this position. So with that, I move to vest Dr. Welsh and the Executive Leadership Team of NSHS to negotiate a compensation package with Dr. Wells for the position of Chief Integrity & Accountability Officer of NSHS. Do I have a second?

Member Moxley: I second that.

Chair Fox: All those in favor, please say "I".

Member Perez: I do have a question to just to verify. Does that mean the contract that is negotiated will not be brought back to the Board?

Dr. Welsh: I was going to say, Chair Fox, from my perspective, I can make sure that that is included in our April Agenda.

Member Perez: The only reason I asked is that the tentative start date is February 1st, so I just wanted to clarify it.

Dr. Welsh: Yes February 1st would be the start date that is correct.

Member Ray: I have a question, could we possibly do a 90 day temporary (UNINTELLIGIBLE) Dr. Welsh can go back on a 90 day temporary and then we would have a chance at the Board then to (UNINTELLIGIBLE)

Chair Fox: Dr. Welsh, can you maybe provide for the record what the range of compensation could potentially be for Dr. Wells?

Dr. Welsh: Yes, I believe the top range for the position was at \$120,000.00 per year. I'm trying to remember the bottom range, but usually people aren't asking that number. So I know that was the upper end of that range. So it would have to be something cast below that value.

Chair Fox: So we would not be able to go in excess of \$120,000.00, correct?

Dr. Welsh: That is correct.

Chair Fox: Okay. Member Perez with that clarification, do you still feel that....Sorry, who was the one that mentioned the 90 day trial, if you could repeat your position there.

Member Ray: If it was an annual thing that we're approving each year for this position or multi-year or (UNINTELLIGIBLE) for that...

Dr. Welsh: Yes, member Ray if I could, I can speak to that. So again similar to my contract. My contract, and again I'm a direct report obviously to the governing body, is renewed annually. You know it starts each July. I believe at least my recommendation would be to have her contract align with the same contract time that is typical with my position as well and with Dr. Hawk's position. So that would run through her start date of February 1st through July and then again we would have to come back as we do annually for anyone that reports to the governing body for potential renewal of those contracts.

Chair Fox: And just for additional clarification, Dr. Welsh, correct me if I'm wrong, you know by vesting you with the authority to negotiate a contract, we are in affect vesting you with the authority to execute a contract with Dr. Wells that would be brought back to the Board in the fiscal year with (UNINTELLIGIBLE) additional transparency. You know you could bring the contract to the Board meeting in April but I got to be honest, that would not be my preference. I want to make sure that Dr. Wells (UNINTELLIGIBLE) to hit the ground running. We did do our due diligence in getting her and I, you know, given that there's a cap of \$120,000.00 for that position and if we do feel comfortable with her as a candidate, I don't really see the benefit of having to put her on a temporary basis sort of speak for her contract to be executed prior to Board approval, given that the range, I believe, it's...if we can clarify what the range is Dr. Welsh, so that the Board members exactly what we're talking about here.

Dr. Welsh: Yes, I don't have it right at my fingertips, but I'm sure I can pull it....

Dr. Wells: Between \$100,000.00 and \$120,000.00

Dr. Welsh: Between \$100,000.00 and \$120,000.00, that's what I thought it was. Yeah, between \$100,000.00 and \$120,000.00.

Chair Fox: Given that we're already below market based off of the analysis that we received from (UNINTELLIGIBLE) that we utilized for Dr. Welsh's position, I don't know that I want to a) risk not being able to secure Dr. Wells for this position; and I don't really see the benefit and I frankly think it might be a little bit of an overstep of the Board to push for approval of a contract when we're offering something within a range that has already been posted.

Member Hendrix: I agree with you completely. I have complete confidence in the hiring committee and in Dr. Welsh and if that's what they recommend, I agree with you. I don't think we need to go through any type of wait period for her to begin.

Chair Fox: I appreciate that. Member Perez, Member Ray feel free to....this is an open dialogue, we want to make sure we make the right decision.

Member Perez: I just wanted to clarify, cause I know it was discussed of bringing her back to the Board and I just wanted to clarify whether that negotiation and (UNINTELLIGIBLE) bringing it back to the Board. I have full confidence (UNINTELLIGIBLE) negotiate and finalize the contract.

Chair Fox: Member Ray?

Member Ray: I'm in favor of that. I think it's actually (UNINTELLIGIBLE) that we will have everything (UNINTELLIGIBLE). I haven't had a chance to (UNINTELLIGIBLE).

Chair Fox motions to approve Agenda Item #6. Member Moxley seconds. Motion carried unanimously.

7. NSHS Ending Fund Balance Investment Plan. Implementation of Student Summer Course Reimbursement Program, Spring Student Textbook Stipends, and Staff Longevity Incentive. (Jesse Welsh, CEO) (For Possible Action)

Dr. Welsh: Thank you Chair Fox. As we discussed at both our August governing body meeting and following up on the specific request from our October meeting, we're bringing forward an ending fund balance investment plan that consists of three elements, as you eluded to. The first is the continuation of our summer course reimbursement program which pays for one summer college course for our returning students. The second component of that being an expansion of our fall textbook stipend currently in place just for fall. We want to expand that to the spring semester so that students who have completed their FRL and ACH paperwork receive that \$50 both in the fall and in the spring. And then the third component is establishing the staff longevity incentive which purchases a year of service annually for employees who are invested in PERS, in good standing with a renewed contract for the upcoming year and who meet years of service requirements. And I'd be happy to answer any questions and would seek approval for this item.

Chair Fox: Does any member of the Board have a question or a comment regarding this item? hearing none. I do have one question regarding the staff longevity incentive on that. If you think your leadership team determines that a potential candidate or a current employee is deserving of the staff longevity incentive, would that be written in their contract for approval by the Board so the Board would have that additional oversight to grant that incentive year?

Dr. Welsh: Interesting. I imaging we could incorporate that into contract. That way it is very transparent that that is a part of their compensation package for that year. I like it.

Chair Fox: Does any member of the Board have any questions or a comment regarding this item or my proposal to modify slightly the plan to require Board approval of implementing an incentive?

Member Moxley: Who remembers me as being pretty vocal on this point when it was originally brought up last year. I just want to say I like the idea of a kind of Board oversight. I like the idea of this being written and then signed out. As it stands right now, I think it is a good plan to help retain good staff, so not so much of a question, just vocalizing my support of the plan as it stands right now with any other modifications you have, Chair Fox.

Chair Fox motions to approve Agenda Item #7. Member Hendrix seconds. Motion carried unanimously.

8. ANNUAL MEETING: This will cover training and possible action on certain items identified below; (Matthew Fox, Chair) (For Possible Action)

- a) Review organizational structure and organization/accountability charts
- b) Review of board terms, openings, and plan for filling these positions
- c) Review the system of operation (EOS®), strategic plan, and proven process
- d) Review management (*how will*) and governance (*how well*)

- e) **Review statutory and regulatory responsibilities of the Governing Body**
- f) **Review the SPCSA Governance Standards**
- g) **Review the location of the board’s policy and procedures manual**
<https://earlycollegenv.com/governance/>
Policies and Procedures Guide:
<https://tinyurl.com/52nmk7h>
Policies and Procedures Manual:
<https://tinyurl.com/2v58smck>
- h) **Review ethics disclosure and abstention guide**
- i) **Sign Acknowledgement of Ethical Standards**
- j) **Sign Conflict of Interest (policy 1610)**
- k) **Sign Code of Ethics (policy 1611)**
- l) **Sign Acknowledgement of Governance Training Form**
- m) **Watch *Ethics and Open Meeting Law Training* video:**
<https://tinyurl.com/ts42ynn>
Watch *Governance Best Practices Development* video:
<https://tinyurl.com/uzxjqe3>
- n) **Election of officers: Chair, Vice-chair, and Clerk (policy 1000 page 7 and 8)**
- o) **Updated headshot photos (for website and CSO office)**

Chair Fox: Dr. Welsh, let me know how we should handle this. Could it be presumed that the Board would engage in these training items previous to this meeting or call on this meeting? How should we handle this?

Dr. Welsh: Chair Fox if I could, I will just give the briefest possible run-through through some of the information that is in here. Again, noting that obviously members of the governing body have already had access to all of this information, but there’s a few things I would just like to make sure to highlight. And I do want to mention of course that this is part of statutory requirements with annual training.

So a couple of things, our first couple of items included in this packet are current organizational structure and our accountability chart, which is also part of EOS and in alignment with the transition plan that we have placed. I’ll go back to this first one, I just want to highlight. We are in affect with this with having effectively two separate Boards—1 for Washoe and 1 for Clark with our parent members serving as ex officio members on the other respective Boards. Also looking ahead to our membership, you know we do have some folks who are terming off of the Board here shortly, so Member Moxley and Member Hendrix are terming off here after this meeting. We do have some individuals from our Finance Committee, which if you recall that was part of our intent with the Finance Committee would be to be able to promote some individuals to the Board, so I plan to be reaching out to some of those individuals shown in the highlight there to potentially fill some of those vacancies. Chair Fox, I know you have also shared, and I’m not trying to carry your water, but your willingness to stay on. Obviously we have the one-year holdover for you which was approved back in August and that your specific interest to stay on through the special March meeting and then noting that we would need to end your service to the Board in April, that we would of course elect new officers in April as a result. A couple other things, as part of our EOS system, just some highlights there as we’ve talked about before how we operate. As part of that, we have our weekly 110 meetings to resolve issues. Our quarterly meetings, our annual meetings and then most importantly I think this is one thing that is very unique, you know when people talk about a strategic plan, this VTO is our strategic plan. It is our 7 year, 3 year, 1 year, 90 day, and on the (UNINTELLIGIBLE) list that we address and update and we will be engaging in our annual meeting here in just a couple of weeks and updating our VTO based on what comes out of that particular meeting. We also talk about

our NSHS proven process which is up here currently. This just documents what that process is through onboarding, through supporting our students and then the end result of every student being college and career ready when they graduate with us.

I'll briefly highlight, there's an article in here that just talks about some contacts with the role in serving on the governing body. I think my best summary of this, and I will steal some language openly from Dr. Hawk, it's how well versus how well. You know the Board's role is really determining how well things get done. It is management's role to determine how those things will be done. And I think that highlights really how that is reflected there. Pages 18 through 21 talks about some of the statutory requirements of the Board. Again, I know you guys can all read at your leisure. Some of the highlights that I would point out of course are approval of our annual budgets, our annual audits among some other things; obviously student achievement. There is some information in here regarding the SPCSA governing standards which you can see from the numbered bullets there, those are some of the big highlights there, so a focus on student growth with an academic and social motion wellbeing, effective and well-run organization, managing our financial resources responsibility, long term success of the organization, strong leadership, effective partnerships and then operating, as I believe all of you do, serving on the Board and service of our school community.

Also included here are some information just regarding conflict of interest. Again I can sum this up very simply, it is anyone who might have a pecuniary or financial interest in any item that is going there, that would be really the main reason why anyone would feel like they would have to recuse themselves from a vote on a particular item; and so just reminding everybody of that responsibility. And then there is a whole bunch of other documentation which I won't go through here, but I know I will work with Ms. Voe to ensure that we have signatures of acknowledgement on the training form, code of ethics, conflict of interest policy, and acknowledgement of the ethical standards.

And then my last piece, which I will highlight, which I touched on just a bit earlier, is our regulations regarding our officers. So we have our Chair, Vice Chair and Clerk and those are seats that we will update annually. And again noticing the holdover with Chair Fox. I believe the plan would be then to have an election for our officers for this year at our April meeting. That concludes my comments. There again, I'd be happy to answer any further question. I'm sure you guys can all read through at your leisure as well.

Chair Fox: Thank you Dr. Welsh. Okay, so Agenda Items 8a through 8h, and then there are two items that we can watch in Agenda Items 8m and 8n. When we sign the acknowledgement forms that means that all the Board members reviewed those items and watch those 2 videos, is that correct?

Dr. Welsh: Yes that's correct, Chair Fox.

Chair Fox: And then the Board members will have the opportunity to execute those acknowledgement forms following the conclusion of this hearing. (UNINTELLIGIBLE) reviewed those items, they will be able to do so on their time no later than a certain amount of time or no later than a certain date?

Dr. Welsh: Yes, Chair Fox. That's perfect.

Chair Fox: Okay, can we say that Board members if we can give everyone no more than let's say, February 1st to complete the review and to watch the materials that are under this Agenda Item 8, does that give anyone hesitation? Hearing none, then we don't have any action for this item, is that correct?

Dr. Welsh: There is no action that we need currently.

Member Hendrix: I just have a question. So Member Moxley and myself since our terms are up, are we still on the Board until April, so (UNINTELLIGIBLE) the other meeting and are required to also complete it, or is it....just to clarify, when does our term actually end and we need to complete this?

Dr. Welsh: Yeah, so Member Moxley is completing his second term, so after this meeting, and I was going to address that at the end of our meeting, but just thanking Member Moxley for his service. I don't believe he would need to complete the training since he is no longer on the Board. Member Hendrix is a parent member, this is the last meeting of your current term. Dr. Hawk, you might recall the regulations better than I do with parent members, is it a one 1-year term and then is that renewable as a second year?

Dr. Hawk: It is yes.

Dr. Welsh: So Member Hendrix, I would leave that to your discretion and we can have a conversation off line. If you are interested and willing to continue to a second term, then yes, you would need to complete those and obviously we would be glad to have you continue in that role.

Chair Fox: Member Hendrix, (UNINTELLIGIBLE), you're going to have to serve another term (LAUGHING AND CROSS-TALKING).

Member Hendrix: (UNINTELLIGIBLE) watch the video, so I just wanted to make sure I didn't waste my time.

Dr. Welsh: Well, if you're continuing, you did not waste your time, perfect.

Chair Fox: Alright then, I will close discussion on Agenda Item #8 with the understanding that everyone on the Board will review the materials by February 1st and will sign the acknowledgements stating such that they did review the materials and Agenda Items 8a through 8h and those two videos and any other ethics and training that is required under Agenda Item #8.

9. Human Resources Connection Independent Investigation and Scope of Work

Dr. Welsh: As I noted briefly earlier in our agenda, we've engaged with the Human Resources Connection, HRC, on a two-phase project. I have been in regular contact with them throughout this project and its inception in November. The first component of the project is a detailed analysis of employee exit data over the past three years for (UNINTELLIGIBLE) themes and to provide recommendations based upon those themes. In communications that I have had with HRC, they've indicated that that portion of the project, element #1, is nearly complete at this time and then the second component of the work is a series of interviews with all of our current and former employees; again, from the last three years and synthesizing that into an executive summary. Interviews began earlier this week and are scheduled through early February. They are conducting those via telephone or via Zoom effectively. And as outlined in the scope of work that executive summary will provide findings and recommendations whether complaints of intimidation, chastising and belittling are substantiated, including if this is a contributing factor to employee turnover and they will brief the Executive Leadership Team once they've produced that report and then that report will be presented by HRC to the governing body at a special meeting which, as I eluded to earlier, we're shooting for mid March, tentatively slated for March 23rd. again, I'd be happy to answer further questions regarding this project status and the scope of this investigation.

Chair Fox: I'll add some further context for the Board members. Following our meeting in October and having heard the comments made by members of the public, (UNINTELLIGIBLE) Dr. Welsh to initiate an independent investigation and to contract with an outside organization that could take a deep dive in all the matters that Dr. Welsh just delineated in his presentation. It is important to me that we make sure that we didn't jeopardize the integrity of the investigation by having an internal; this is an external investigation, an independent investigation. This organization that is handling the investigation, was referred to as (UNINTELLIGIBLE) of the SPCSA and the scope of work was expanded by myself. When we received the initial scope of work, I didn't think that it went far enough and I wanted to make sure that it was as comprehensive as could be and to make sure that we answered any of the questions that were levied to the Board by members of the public in the October meeting. I am disappointed that we couldn't get this report sooner, but (UNINTELLIGIBLE) reasons I told Dr. Welsh that I would be staying on, as I wanted to make sure I follow this through and that a future Chair wasn't burdened with unresolved matters and whenever the report comes out, and whatever recommendations they have, we will act accordingly. It will be my recommendation to the Board that we act accordingly. So with that, I will open it up to Board members for comments or questions regarding this item.

Member Moxley: What are the possible outcomes of this investigation?

Dr. Welsh: Member Moxley, I think it really just depends on what they are finding through that. One of the pieces that I have discussed with HRC specifically is, you know, if they do find anything that rises to the level where it is something that would require some sort of legal action, you know, or something that rises to the level where we are compelled to act, they are going to let me know about that, so that we can act accordingly, and that could be prior to when we get the report. Like for example if there was anything where some sort of contract law or anything might have been violated. Other than that, I believe the report itself is going to be very informative and helpful in terms of what they found and based on the recommendations that they're having. Again, this company has been around. They're based out of Reno. They've been around for several years and I believe whatever findings that they come up with and recommendations they have are things that we should be able to turn into actionable items. And I know Dr. Wells have embraced that. I know she and I discussed that briefly coming into the role and with that culture piece really being a part of her focus, I think that aligns very well with her coming on board, reviewing what those recommendations are and then moving forward with implementation in terms of re address whatever issues are found and whatever recommendations that HRC presents.

Chair Fox: And those Board members, I did ask Dr. Wells to transition the SAT team, which identified Dr. Wells as a candidate for the Chief Accountability Officer, to a committee that looked at the culture of NSHS. Some of the issues may not arise to the level of a hostile work environment, but there may be a culture issue or may be an issue of just making sure that our employees, our staff, our Executive Leadership Team, feel valued. So I want to make sure that that.....there was a quorum to address any of the issues that might be identified by this investigation. With that, does any member of the Board have any questions or comments regarding this item?

Member Ray: Quick question. Will the information that HRC is going to be giving us, will that information (UNINTELLIGIBLE) ahead of time to read over or will it all be presented at that meeting and we'll then have time to read over or discuss in the (UNINTELLIGIBLE)....?

Dr. Welsh: Member Ray, to answer your question, I would envision that similar to any governing body meeting, you guys would have that information in advance of the meeting so you could review that ahead of time.

10. Information, reports, and contracts from the State Public Charter School Authority (SPCSA) and Nevada Department of Education (Jesse Welsh, CEO)

a) SPCSA Preliminary Organizational Performance Rating for Nevada State High School

Dr. Welsh: This one here is just our standing item on any information, reports and contracts from the SPCSA. Included here this evening is just our preliminary organizational performance rating, which I am pleased to say was very strong. I would note there was one spot where we were just short of a perfect score and that was just due to our budget being turned in a day late, because our previous finance and operations director's son was in a horrible bike accident. So other than that, I am very pleased with the results of that and I that speaks to our strong financial standing.

11. Board Member Comments

Member Moxley: Well Chair Fox, thank you. I can't believe how fast this 4 years have gone by. It's been an honor serving on the Board. It's been an honor working with you and working with my fellow Board members as well. It's a sad day to see this come to an end. I appreciate the opportunity, thank you.

12. Public Comments #2.

Public comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The Governing Body Chair may allow additional public comment at his/her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.

No public comments

13. Adjournment

Meeting adjourned at 7:34 p.m.