

## Washington Yu Ying BOT Meeting Minutes

October 12, 2021 6:30-8:30

**BOT Attendees:** Rob Anderson, Liza Douglas, Paige Hoffman, Marcus Hurley, Amy Lee, Abi Sze-Levine, Darren Riley, Wendy Rueda, Jose Souto, Michelle Stutz, Devon Walton, Lomar White, Kelly Yee, Maquita Alexander (Staff).

**Present:**

**On Call:**

**Absent (with notes):**

**Absent (without notes):**Wendy Rueda

**Items Requiring Voting**

- September Minutes

**Committee Update**

*Finance Committee*

Finances are on track for the first two months with a cumulative loss of \$29K. Based on the forecast for the year, we anticipate a net income of \$427,000. This is \$68K ahead of budget due to additional federal grants available for this year that were not included in the original budget. Based on current projections, we forecast that by EOY, the school will have 375 days of cash which is over ~12M in cash.

The student head count is finalized for this year and we have 569 students. This is 1 more than last year. We are expecting two additional grants - one focused on facilities that will be \$80K; and a COVID grant from OSSE for \$80K. We budgeted \$130K for COVID, and this will be in addition to what we have budgeted.

*Governance Committee*

Governance committee met last month and the primary topic was strategizing for board recruitment over the next several years. Starting this year and going through SY2024, we have members rotating off the board and we need to strategize because beginning SY2024, there will be a number of members rotating off - up to 6, and to lessen the number of board members coming off at one time, we are trying to figure out how to spread it out.

We are contemplating temporarily increasing board numbers to 15 for a year or so that when we have 6 members rotating off, we will have already added a few additional positions so we have

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less to recruit for that year. After that year, we will go down to 13 members. According to bylaws, 15 is the max number of board meetings.

## Public Comments

N/A

## Regular Agenda Item A

### Covid Process/Update

#### COVID 19 Response Protocols

- **COVID19 Manager:** This individual communicates with internal and external stakeholders in a way that requires nuanced communication. This position has been important, but the staff member in it recently resigned.
- **Alternative Testing Program:** Some school community members are not testing weekly - ~30 students in the alternate test program
- **Roles and Responsibilities:** The school has created extensive scripts to ensure everyone knew what their role was. They have also developed weekday COVID Teams so folks understand their role.
- **Challenges and Next Steps**
  - COVID-19 Manager Resignation
  - Small percentage of staff who aren't testing
  - New situations are encountered constantly
  - **Testing results:** We have only had 1 false positive from testing. Since beginning of year we have had 14 exposures from WYY testing and community testing.
  - **Travel:** Per protocol, you have to test on day 3 or 5 after travel. We are planning to do a virtual week post Thanksgiving knowing a majority of the school community will travel. We also plan on having a testing event on campus on the Wednesday after. We know this will be controversial, but are finding that families don't self-report when they travel, and it is a huge risk for our community. Board members raised the importance of getting messaging out about virtual the week following Thanksgiving ASAP to families.

#### Questions from Board Members:

- Has the school considered launching a messaging campaign and/or data gathering to determine how parents feel about COVID vaccines for young students? We haven't started that yet, but it is a good idea.
- DCPS has a number of vaccine sites, how do we determine who becomes a vaccine site? The Dept of Health makes that determination but we could engage with them about it.
- Would you have to offer Dragon Squad if you did virtual following Thanksgiving? WYY has not determined that yet; Dragon Squad is not yet fully staffed. If it was offered, it could only be for at-risk students and would not be able to accommodate essential workers.

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At 7:12 p.m. EST, Jevon made a motion to move to a close session, the motion was seconded by Liza.

The meeting reopened at 7:42 p.m. EST, and the board meeting adjourned at 7:42 p.m. EST

#### BOARD COMMITTEES

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Closing Item:

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## Washington Yu Ying BOT Meeting Minutes (DRAFT)

November 9, 2021 6:30-8:30

Virtual (Zoom)

**BOT Members:** Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Jevon Walton, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Michelle Stuntz, Paige Hoffman, Maquita Alexander (Staff)

**BOT Attendees:** Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Jevon Walton, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Paige Hoffman, Maquita Alexander (Staff)

**Guests Present:** David Heidtman, Geoff Brown, Meena Bishnoi

**Members of Public On Call:** Paul Fraioli

**Absent (with notes):**

**Absent (without notes):** Michelle Stuntz

***The meeting was called to order by Kelly Yee at 6:30 p.m. EST.***

1. Overview of the (public) agenda
2. Consent Agenda: *Lemar White raised a motion to approve the consent agenda for the meeting; the motion was seconded by Jevon Walton and unanimously approved by all members present.*
  - October Draft Minutes (board vote)
3. Committee Updates:
  - Finance Committee Update
    - In October, the Finance Committee met to review the audited financial statements. WYY received a clean report, and during this meeting, we will have the audit team join to review the findings. The WYY Board will need to vote to approve the report and submit it to PCSB by December 1, 2021.
    - Key changes from last month include: additional local revenue in the form of the COVID 19 School Based Testing and Positive Case Response grants which is ~178K; Additional spending on COVID 19 testing and staff, to be covered by the previously mentioned grants; Higher health insurance and occupancy costs early in the year, leading to a variance at year end; Amortization cost recognized due to the write off of loan costs from the BB&T bonds, which were refinanced in September
    - We forecast the school's year ending cash balance as \$12.31m, \$284k below budget; this is a decrease from our projection at the previous board meeting. It will leave WYY with \$1.3M in unallocated cash on hand.

- Governance Committee Update
  - The Governance Committee convened via email and developed a strategy for board recruitment that will go from SY21-22 through 2025. The strategy was circulated to committee members for thoughts and comments, and will be shared with the larger board in the next meeting. The goal is to begin implementation of strategies for board members for the next 3 years after the board has signed off on it.
    - Trustee Question: Will you review work and strategy with members not on the board? Answer: Yes, after the November WYY Board meeting it will be circulated for discussion.

- 4. Public Comments:** This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

*There was one member of the public, Paul Fraioli, who provide public comment:*

- I am the parent of a Kindergarten student who is new to the school, and I wanted to listen and learn more about operations. I do have some concerns about the strategic approach the school is taking to COVID. I haven't raised them with school leadership yet, but want to raise concern about travel - the school description of DC Health Policy has not been accurate. School leaders have said they are required to follow DC Health, but in actuality, DC Health is a recommendation and most of the LEAs are not requiring travel quarantines. The previous school my student attended is not requiring it - the school has made a choice to follow more stringent and hasn't been upfront about it. I don't think it is fair that students in grades 1-5 should be excluded from school [following the Thanksgiving break]; I also don't think it is fair for parents of students in pk3 and pk4 will be subject where other students in DC do not have to follow it.

## **5. Regular Agenda Items:**

### **A. Yu Ying's Financial Audit**

- Presentation from Jones, Maresca & McQuade, P.A. on the FY20 final draft audit and board letter
  - JM&M have been doing the WYY audit for 4-5 years and have had no issues with the financials. Based on the audit, the school is in a strong financial position - assets and investments are strong this year; we did not anticipate how strong the

- financials would be, but there were a lot of local grants which covered excess COVID costs in the school. The \$27M in assets has stayed consistent.
- Statement of Activities: Increase of 11-12M and most of it came from state grants similar to most schools in the DC area. PPF was higher as well, and there were additional pupils - overall a strong statement of activity. Expenses were more this year because of COVID - more teachers and facility requirements, computers so distance learning could be easily conducted.
  - The school has \$12.5M in liquidity.
  - Starting in June 30, 2022, the school will be required to note all capital leases as assets and this will require some work on accountants to convert them and the school may want to rethink if you should keep capital leases or purchase them outright. For most other schools who lease property there is a big issue to convert to assets.
  - OSSE support makes up 90% of total revenue.
  - A related party in WYY is the Center for Global Citizenship - however, there are no activities to be noted in the audit for it.
- Questions from trustees - N/A
  - Comments from the public - N/A
  - Discussion and feedback from trustees
    - In the future, it would be beneficial if the review of the audit could be accompanied by visuals or a brief memo that would better allow Board members to follow along.
  - *Liza Douglas raised a motion to approve Washington Yu Ying's financial audit for the 2020-21 school year; the motion was seconded by Darren Riley and passed unanimously by all board members present.*

#### B. School Update (Maquita Alexander)

Head of School Maquita Alexander provided the school updates and began by grounding in the goals for the 21-22 school year. The three goals for this year are to: provide in-person learning for all students in a safe, nurturing environment, continue with our robust safety measures and protocols to help reduce the spread of germs on campus and identify and stop COVID-19 from spreading on campus.

- Additionally, Yu Ying is educating more than 570 students on campus this year in grade level cohorts. The COVID-19 screening program is working. We're in week four with zero on-campus COVID-19 cases. Yu Ying staff is 100% in compliance with our vaccination mandate. WYY has applied to participate in on-site vaccination clinics to help meet the needs of the community.
- COVID Testing Update
  - The school has had a number of wins: We hired a new COVID-19 Manager. Additionally WYY has had **zero** COVID-19 cases on campus in four weeks. The school is also consistently testing more than 80% of our community every week. With the new City Council legislation, most other LEAs will only be testing 20% -

we have more stringent requirements. Additionally, less than 10% of instructional facing time is being spent on COVID-19 management. Yu Ying was awarded an OSSE grant and will hire an additional nurse.

- Our weekly COVID-19 screening tests are working. Our systems are also getting better - we know how many people have never tested and we can try and reach them in alternative testing program. Each week, our COVID-19 Manager updates the testing dashboard so our community is updated on testing and the number of on-campus cases. We also had less than 5 students in quarantine in the past 3 weeks.

- Vaccine Updates:

- In early September, Yu Ying updated our vaccination policy for all staff.
- 100% of our staff is compliant with our vaccination mandate. We will not hire any new, unvaccinated staff.
- The COVID-19 Manager is now managing staff and student vaccinations.
- Students ages 5 - 11 can now get vaccinated. Yu Ying sent out a survey and families shared personal information about their vaccine readiness. 83% of the community said they are ready to vaccinate - 12% undecided - 3% no. Biggest concerns are a need for more information, wanting to see how others respond, and worried about side effects. Some community members who may have said yes they will vaccinate, may also have concerns - we are going to hold a town hall to address concerns and have applied to host clinic; reaching out to physicians for a school town hall to answer questions about vaccine hesitancy.

- School Challenges: The primary challenges are related to staffing.

- We are still understaffed in REEF program and our education and non-profit.
- Made an offer of COO - but they have not yet signed the contract. The hope is for the COO and Chief of Staff to join the next monthly Board meeting. WYY is still looking for the following positions: In-school student support, Meal associate, REEF teachers, School nurse and Substitute teachers.
- Like many schools across the sector, and nationally, staffing challenges are an area of concern for school leadership. Staff are facing the following challenges: Emotional exhaustion, Grief from COVID-19 deaths, Grief from non-COVID-19 deaths, Lack of access to child care, Mental illness and depression - more instances of teachers experiencing this or having families experience this and Separation or divorce. These wellness challenges show up in school in the following ways - students have more SEL needs - specifically, it sometimes seems like students stopped developing in March 2020 with the inappropriate pranks, etc. that we see in school. These behavior and emotional challenges mean that teachers are going home exhausted.
  - Trustee Q: Do you see social media and tik tok challenges driving inappropriate student behavior? Yes, and students are also playing Squid Game.
- The challenges are also showing up in the following ways: WYY has less qualified substitutes available, so there's less teaching and more student management going on. Staff are staying home more often because of COVID-like

symptoms because you need to w 2+ Staff are planning more in isolation because they're anxious to get home. Overall, planning is less collaborative. The school leadership is working strategically to support staff wellness through: Wellness Fridays - early release, snacks in the staff lounge, personal thank you notes, promotion of our Employee Assistance Program - provides access to lawyer consultation, weekly open office hours with our two on-site counselors - staff can reach out to check-in. The school is also looking into other mental health supports

- Amy Quinn, our Director of Teaching and Learning, will attend the December meeting to provide you with an educational update.
- Questions from trustees
  - Resource allocation for needs that staff and leadership may have - have you all identified anything else that could help?
    - MA: A wellness survey is being deployed to see what student and staff wellness needs exist. There are a lot of problems that are beyond our control - but there are tangible things we could invest in (e.g., snacks, coffee) that would make the day-day better.
    - Trustee Comment: There was a budget that was given out to national labs where they could spend on wellness items as they saw fit - it was fairly unrestricted within the grant and it had a positive impact.
    - MA: We are also doing the DECA survey - social emotional inventory that teachers fill out about students - the results come with resources for teachers and home. We will get more info in the fall assessment.
    - Trustee Comment: I've never had a 4th grader before, and i don't have anything to compare it to - but the teachers who have taught it for years know what a student should act like and what is behaviorally expected and not and they have more of a view of where the differences are than we as parents do because i don't know what it would look like otherwise.
    - Trustee Comment: Last month there was sharing of plans for post thanksgiving - can you share here
    - MA: Yes, we updated our plan for the week following Thanksgiving based on community needs. It will now be in person for PK3/4/K.
    - Trustee Question: If enough of the community gets vaccinated, do you think you will make it an in person week for everyone? No, because people still will not have been vaccinated within the 21 days. However we do not anticipate needing to quarantine post winter break.
- Comments from the public - N/A



- Discussion and feedback from trustees - N/A

*Darren Riley raised a motion to adjourn the November 2022 WYY Board Meeting, the motion was seconded by Lemar White and unanimously approved by all present board meetings.*

***The WYY Board meeting was adjourned by Kelly Yee at 7:31 p.m. EST.***

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## Washington Yu Ying BOT Meeting Minutes (DRAFT)

December 14, 2021 6:30-8:30

Virtual (Zoom)

**BOT Members:** Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Jevon Walton, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Michelle Stuntz, Paige Hoffman, Maquita Alexander (Staff)

**BOT Attendees:** Rob Anderson, Liza Douglas, Paige Hoffman, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Michelle Stuntz, Jevon Walton, Lemar White, Kelly Yee

**Guests Present:** Melissa Volpe, David Wu, Amy Quinn

**Members of Public On Call:** Andrew Shields, Paul Fraioli

**Absent (with notes):**

**Absent (without notes):** Abigail Sze Levine

***The meeting was called to order by Kelly Yee at 6:31 p.m. EST.***

1. Overview of the (public) agenda
2. Consent Agenda: *Jevon Walton raised a motion to approve the consent agenda for the meeting; the motion was seconded by Darren Walton and unanimously approved by all members present.*
  - November Draft Minutes. (board vote)
3. Committee Updates:
  - Finance Committee Update
    - Amy Lee provided the Finance Committee Update to the Board of Trustees. The school financial performance is on track for the past 4 months with net loss of 22K; this is 85K better than budgeted. The key changes from last month include the loan cost following the September bond refinancing, the higher health insurance costs, and lower earned fees due to low REEF collections. Amy let the board know that David Wu, COO, is speaking with an insurance broker to figure out how we can manage the increase in costs. Michelle Stuntz volunteered to provide feedback on the approach for negotiating brokerage for benefits
  - Governance Committee Update.
    - Darren Riley provided the Governance Committee Update for the board. The goal for this year is to recruit 1 new Board Member as we will have 1 Board Member transitioning off. In SY22-23, we will have another Board Member transitioning off, and will want to recruit 3 total Board Members that year. This will bring our numbers to 15 (maximum per bylaws), but

will allow us to be prepared for SY24-25, when we will have 6 Board Members leaving. The Governance Committee shared the working document they are using to recruit potential candidates and identify the skills they are able to bring to the table.

Board Members discussed whether or not we could consider increasing the number of Board Members now. Darren clarified that we are not able to recruit any additional members at this point in time because it will put us above 15. The Board decided to revisit requesting a trustee to term early at a later date to decrease the amount of turnover in SY24-25.

The Governance Committee also shared that they want to maintain the broad scope of skill sets that we currently have. We will continue to reflect on the skill sets the member who is terming off has to help us think about recruitment and to ensure there are no skill gaps.

The Governance Committee is also confirming the number of DC Board Members that are needed.

- Other

- 4. Public Comments:** This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

## **5. Regular Agenda Items:**

### **A. Introduction of new staff - Maquita Alexander**

Maquita Alexander introduced two new leadership staff members - David Wu, Chief Operating Officer and Melissa Volpe, Chief of Staff. David and Melissa provided an overview of their background and qualifications, and shared highlights of their work at WYY thus far. With these hires, WYY is now fully staffed at the leadership level.

- Comments from the public: Andrew Shields shared a welcome to the new staff in the chat.
- Discussion and feedback from trustees: Kelly noted that the Board should meet with Melissa and discuss how to maximize the impact of the Chief of Staff role as it is new to the school.

**B. Educational update - Amy Quinn** , Director of Teaching and Learning, Founder, former Prek-4 teacher, parent of WYY alum

Amy Quinn provided the Board with an overview of student achievement in Fall 2021. WYY is committed to thinking about the past year of schooling for students using a strength based approach vs. a deficit approach - in practice, this means thinking about what has been learned or gained as opposed to what was lost. The school refers to this as "interrupted learning" as opposed to "learning loss" - and thinks about how to bridge where we are and where we want students to be. While students experienced the loss of access to friends and school community, routine and consistency, stable learning environments and family economic security, they also gained flexibility, resilience, creativity, and tech skills.

Yu Ying is taking a phased approach to responding to Interrupted Learning. In SY2020-21, the priority was on developing skills to cope with interrupted learning - this meant a significant focus on SEL, which is the basis of ensuring students have a strong learning environment. Data from SY2020-21 told the school that going into Fall 2021, they would need to manage and build student motivation for the chinese immersion approach - particularly oral language. Looking ahead to Spring 2022, the school is going to focus on strengthening academic achievement by continuing targeted interventions.

Grounded in Equity, the school has the following instructional pillars for SY21-22:

- Chinese Immersion - Motivation and Oral Language Opportunities
- Learning Environment - Physical and Cognitive
- Social Emotional Learning - Belonging and Relationships

The school uses a number of data points/assessments to support the pillars: English reading (literably for 1-5), NWEA MAP Reading, NWEA MAP Math, STAMP 4se, SEL assessment (new for SY21-22) and in class assessments for all subjects and SEL.

The school is comparing data to SY18-19 because it is the last full school year where students experienced predominantly in person instruction.

An analysis of MAP Reading for Fall 2021 showed that 75% of students overall scored in the average or above average range, while 25% of students overall scored below average on the assessment. In comparison to SY18-19 data, Black or African American students experienced a significant decrease in Reading (from 56.6% to 47.2%). Asian and Hispanic students experienced notable increases - from 73.2% to 79.2% and 31.3% to 55.0% respectively. At Risk students also experienced a decrease in reading proficiency, from 22.2% to 18.6%.

An analysis of Fall English Reading Levels showed that in some grade levels, grades 1, 3 and 5, there are more students on or above reading grade level in comparison to SY18-19. In Grades 2 and 4, where there was a decrease in grade level reading, the difference was not significant from SY18-19. The school attributes the difference to a couple of factors, in SY21-22 YY had a longer testing window for administering the running record to give more time for students to

receive SEL instruction and support. The school has also seen teachers use data from the assessments more consistently and efficiently.

Trustees asked for clarification on how YY is thinking about cohort progress. Amy shared that they are looking at the percent of students on and above grade level, not the cohort, but the grade level, and what percent is entering on grade level in SY '21-22. They will do a full cohort comparison in January 2022 and students will retake all of the assessments. An initial analysis of the cohort trends shows trends similar to previous years - where some cohorts score higher than others.

Another question was raised on whether students spending first grade at home or in hybrid, had an impact on the decrease in grade level proficiency. Amy shared that new research coming out emphasizes that we have not fully considered the SEL trauma and interrupted learning that younger students experienced - the reality is that there has been more of an impact on younger students in SEL and cognitively.

An analysis of MAP Math Fall shows that 77% of K-5 students scored average or above average; 23% scored in the below average range. While there were decreases in grades 1, 2, and 4, the school is paying acute attention to the decrease that students with disabilities experienced. Looking at the MAP National scores shows that while WYY students are below SY18-19 numbers, they continue to score above the national baseline.

Additionally, an analysis of student STAMP data shows that 37.7% of 5th graders are where we want them to be with chinese immersion - this is better than where we anticipated and validates the importance of the staffing investments the school made in this area.

Amy shared that an area of concern and focus for the school continues to be attendance. The school Family Liaison is working with at-risk families to figure out reasons for low attendance and weekly attendance meetings are occurring at the school to ensure staff better understand the data about who is out, why, and what can be done to quickly follow up and address any needs. There was a question raised about what could be driving the low attendance for students in Wards 7 and 8 - and what connection it could have to the 80/20 rule (e.g., is it tardiness vs. a true absence).

The Board requested to continue to be kept abreast of attendance trends through regular reports - particularly given the focus and importance of supporting At Risk students. As we increase the number of students identified as At Risk, we want to make sure that we are doing all we can to support students and their families.

Yu Ying is bridging the gap through intervention that is process oriented - once a student is identified as needing additional supports, the teachers identify the appropriate support, monitor the data closely, and exit them from the support/intervention once the goal has been achieved. However, once a student has been exited, YY continues to track their progress to ensure their success in the classroom.

All Intervention Support is grounded in prioritizing social emotional needs to support academic growth. Intervention Supports fall into 4 buckets:

- Chinese speaking and nurturing student liaison for lower grades
- Social worker and School Counselor - taking bigger caseloads and younger students. Offering more in class lessons
- Art Therapy Intern - working with individuals and small groups
- 2 Specials - Integrated Arts and Humanities focus on SEL

Currently, 33.5% of grade 1-5 students are receiving extra support through intervention in 2021 vs. 25% of grade 1-5 students who received extra support through intervention in 2019.

Currently, Kindergarten and First Grade follow a 75/25 model for English and Chinese literacy skills. Teachers serve as interventionists in other K, G1, and G2 classrooms.

- Comments from the public
- Discussion and feedback from trustees

Darren raised a motion at 7:47p.m. to move to a closed session, the motion was seconded by Michelle and unanimously approved by all attendees.

The WYY Board meeting was adjourned by Kelly Yee at 8:27 p.m. EST.

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