

**Ho'okako'o Corporation (HC)**  
**HC *Special* Board MEETING MINUTES**  
**Monday, December 29, 2014**  
**1360 S Beretania St., #202, Honolulu, Hawaii 96814**

**Members Present:** Ann Botticelli, Ken Fischer, Barbara Kalipi, Robert (Bob) Peters, Joe Uno, Don Young

**Staff Present:** Megan McCorrison

The board convened at noon, and proceeded with the first item on the agenda, which was a review of the 2012 Strategic Plan and progress to date. Staff prepared a matrix outlining the work done on each of the goals contained in the 2012-15 plan.

The board affirmed support for continuing with this plan, while also agreeing to de-prioritize the goal of seeking meaningful corporate expansion in favor of the following near-term priorities:

1. Improve the Local Advisory Panels via:
  1. Developing a process for LAP community involvement.
  2. Building capacity of the LAP members and Chair through training
  3. Working with the schools to determine how their LAP can be of optimal use for schools improvement — aligned to each schools accreditation self-study
  4. Providing an orientation for all new LAP members
  5. Revisiting and changing bylaws as needed
2. Return to the practice of clearly delineated Board meetings.
  1. Clear times for convening, adjourning and going into executive session.
  2. Review and approving minutes at the start of each board meeting.
  3. Develop clear and separate agendas for the non-profit and governing board work; close out the non-profit meeting before reconvening as the governing board.
3. Develop a dashboard for schools — tied to accreditation plans — to optimize the relevance of reporting to the board.
4. Improve transparency of communication by posting dashboards on the website for all to view.
5. The schools will use the accreditation studies to develop their budgets; they will create a budget based on developing the strongest programs for improved outcomes and a contingency budget that contemplates per-pupil plus 10% funding.

A motion was the Chair to: (1) affirm the 2012 Ho`okāko`o Strategic Plan; (2) execute improvements to a LAP process; and (3) improve structure of Board meetings and use accreditation plans to guide next steps. The motion was seconded by Don Young. All voted in favor.

The Board also:

1. Determined that the “attributes” developed by the Principals are to be used as descriptors for Development messaging and are not to supplant the goals in the 2012 plan.
2. Reviewed board financials for all three schools and asked the Executive Director to direct the Principals to prepare two budgets – one reflecting full funding for all programs and one contingency budget based on per-pupil state funding plus 10%.

The Board addressed the resignation of Board Chair Pauline Bailey, and in keeping with HC protocols, determined that Vice Chair Ann Botticelli will serve as Board Chair. Joe Uno was nominated for Vice Chair. No formal motion was presented, so the Board formalized the new leadership roster in an email vote on Jan. 2, 2015.

The Board went into executive session at 1:30.

Meeting was adjourned at 1:58 pm

## Vision & Mission Statement from 2012-2015 Strategic Planning

**Vision:** To enhance educational outcomes for students and enrich communities by creating high quality public schools of choice as defined by high levels of student achievement, innovative programs, visionary leadership, and engaged communities.

**Mission:** To provide leadership, accountability, and direct support to high quality charter schools in the reinvention and transformation of public education for the purpose of improving the academic and personal growth of students and the contribution of schools to their communities.

<b>Strategic Goals &amp; Objectives</b>		
<b>Corporate Goals (2012-2015)</b>	<b>Budget Impact</b>	<b>Ho`okāko`o Corporate &amp; School Accomplishments</b>
<p>Create a Board &amp; Corporate structure, purpose, and programs that support and empower local schools while holding the Corporation (board, staff and schools) accountable for closing the opportunity gap.</p>	<p>Development Director</p> <p>Potential staffing needs, i.e. a Chief Academic Officer, Accounting Clerk</p> <p>Contracted work, i.e. school organizational studies, collective bargaining, public relations &amp; communications</p>	<ul style="list-style-type: none"> <li>• All three schools have implemented the Common Core Standards</li> <li>• All three schools have received full accreditation</li> <li>• Kamaile “most improved” charter school (2014)</li> <li>• Kamaile advanced from “priority” status needing state intervention to a school in “continuous improvement” as measured by the State’s Strive HI and Commission Annual Report.</li> <li>• All three HC schools are ranked “continuous improvement” as measured by Strive HI.</li> <li>• Kualapu’u among top three elementary schools in the charter system</li> <li>• Ho`okāko`o Leadership Institutes &amp; Management Trainings</li> </ul>
<p>Implement in all schools an educational program that models reform and achievement to include:</p> <ul style="list-style-type: none"> <li>• P-20 aligned curriculum, instruction &amp; assessment</li> <li>• Use of student data to inform and assess teaching and learning for each student</li> <li>• Expanded Learning Time</li> <li>• Professional Learning Communities</li> <li>• Competency based models for teacher and leader reflection, professional growth, evaluation, and retention</li> </ul>	<p>Common Core Curriculum</p> <p>Use of Data</p> <p>ELT</p> <p>PLCs</p> <p>Teacher &amp; Leader development (cost of evaluation tool, HC leadership and management trainings)</p> <p>‘Ike Hawaii</p>	<ul style="list-style-type: none"> <li>• HC schools’ teacher evaluation system</li> <li>• Kamaile teacher Pay-for-Performance model (2-year pilot); only program in the State</li> <li>• ELT at Kamaile and Kualapu’u</li> <li>• PLCs at Kamaile and Kualapu’u</li> <li>• Expanded use of data at Kamaile Academy and student assessments; new database for teachers and administrators</li> <li>• ‘Ike Hawaii programs more integrated with core curriculum at all three schools</li> <li>• Student Support Services expanded at all three schools</li> </ul>

<ul style="list-style-type: none"> <li>• Early introduction of the new common core standards</li> <li>• Ike Hawaii</li> <li>• Student Support Services</li> </ul>	Student Support Services	
Assure that teachers meet the highly qualified criteria and that all teachers participate in continuous professional growth and development to become and remain master teachers.	Teacher recruitments	<p><b>Highly qualified teacher stats</b></p> <p>89% HQT – Waimea</p> <p>96% HQT – KUU</p> <p>88% HQT - KA</p> <p><b>Teacher proficiency (quality)</b></p> <p>96% teachers proficient eval – Waimea</p> <p>94% teachers proficient eval – KUU</p> <p>95% teachers proficient eval – KA</p>
Achieve with parents and the greater community a sense of ownership in the school and a willingness to be part of the change process.	Contracted work for community relations and facilitator	Re-established LAPs at all three HC schools
Create corporate level services that support the schools in achieving results, accountability, and legal and regulatory compliance, without unduly compromising empowerment of the schools.	Corporate staff fees	<p>Completed recruitments of HC staff (HR Director, Development Director)</p> <p>Fundraising for Chief Academic Officer (CAO) position</p>
Advocate for the legislative reform, financial and physical resources, and public support necessary to achieve the vision for the creation of schools of choice.	<p>ED, Development Director and school staff</p> <p>Communications plan</p>	<p>Advocated for changes to Act 130, the new charter school law</p> <p>Advocated for Pre-K funding for Hawaii’s charter schools with the help of the Charter School Commission, Charter School Network and KS</p> <p>Waimea Middle School successful in securing legislative funding for STEM</p>

		building
<p>Create and implement a resource development strategy:</p> <ul style="list-style-type: none"> <li>• Strategies for direct school funding of necessary administrative overhead; systemic HC educational reform initiatives (ie, ELT).</li> <li>• Maintain primary support from KS.</li> <li>• Seek contributions in kind as well as direct financial support.</li> <li>• Communications to inform prospective funders on the schools' success.</li> <li>• Grant Initiatives.</li> <li>• Leverage school funding to implement resource development strategy.</li> </ul>	Development Director	<p>Initiated a board-led development strategy in SY2013-14</p> <p>Expanded the list of grantors, partners with our schools and increased school funding for programs (almost \$500,000 in 13-14).</p>
<p>Seek meaningful and intentional Corporate expansion to maintain financial and influential growth to include:</p> <ul style="list-style-type: none"> <li>• P-12 Expansion</li> <li>• School expansion based on a rubric that intentionally seeks out and/or selects additional schools.</li> <li>• Service expansion by marketing support to charter schools (not otherwise HC schools).</li> <li>• Community expansion by marketing &amp; exporting the HC model and transformational strategy.</li> <li>• Partnership expansions between HC and other community schools.</li> <li>• Corporate staff expansion to support the above.</li> </ul>	<p>Communications Plan</p> <p>PR contractor</p> <p>Corporate staff</p> <p>Readiness study to validate HC model and market to other schools (David &amp; Megan to fundraise for this)</p>	<p>Completed Kamaile P-12 expansion; saw first Senior graduating class, all of whom went on to college or career</p> <p>Kamaile Navigator Center established and increase in partnerships with the Wai'anae community, including InPeace, Waianae Comp Center and PVS</p> <p>Kualapu'u Pre-K maintained despite budget challenges</p> <p>HC Corporate staff expansion (HR Director, Development Director )</p>