



The Association for the Advancement of Education, DBA, The Hawbridge School
Board of Directors Meeting

Date: Wednesday, October 27, 2021

Location: Zoom

I. Call to Order – 6:02 p.m.

II. Roll Call

Attending Board Members:

Natalya Barker (Chair), Kathryn Brown (Vice Chair), April Williams, Christina Fisher, Megan Glancy (Secretary), Dawnya Bohager, Davida Reed, and Todd Nicolet

Attending Executive Director and Faculty/Staff:

Daryl Feldman (Director of the Lower School), Jennifer Shelton (Director of the Upper School), Emily Martin (Assistant Director of the Upper School), Matthew Bello (Lower School Assistant Director), and Kierca Kimbell (Lower School Faculty Representative to the Board).

Other Attendee:

Elizabeth Osbourne

III. Approval of Agenda

The agenda was approved unanimously.

IV. Public Comment

A. V. Hanson offered support for the recent communications and the challenges that the administrators and Board are navigating; Former Board member expressed shock regarding the recent news regarding Mr. Feldman and to thank him for his service to the school; Expressed support for engaging the community and trying new models but concerned regarding the changes and time sensitive nature of the issues; Appreciation was expressed for attendance at the recent traffic meeting, meeting was attended by a variety of stakeholders working to make the Sax roadways safer; D. Ayers echoed words of gratitude to Mr. Feldman and in recognition of his great

support and many talents valuable to the school, expressed the many ways in which Mr. Feldman has personally and professionally impacted his work, echoed concerns regarding the challenges we face, expressed gratitude to the many Hawbridge parents who serve on the Board; A Hawbridge parent and PASTA leader expressed support for Mr. Feldman and remaining team, expressed enthusiasm for the future and a desire for the remaining team to remain engaged; L. Austria, a parent, expressed surprise regarding Mr. Feldman's resignation and in support of his work at the school, expressed the need for Hawbridge to do "re-grouping" and gather as a community to support the students; B. McGraw expressed that their child is enjoying Hawbridge and expressed strong feelings regarding his child having to wear a mask all day at school, expressed that he does not see the scientific evidence supporting the requirement to wear masks at school, requested that others interested in discussing this issue to reach out for conversation and potentially suggestions for the Board;

V. Consent Items

A. Approval of previous meeting's minutes

The board unanimously approved minutes from September 22, 2021.

B. Future Meetings/Events: Wednesday November 17th @ 6pm in Huth Commons

VI. Reports

A. Board Committee Updates:

- Board Chair (N. Barker) – Offered a recap of where the school currently stands in regard to changes; offered assurances regarding the timing and expressed how these changes have been in the works for some time and are a collaborative effort; discussed how current changes make sense organizationally due to the current restructuring with expansion and building; outlined how the administrative restructuring is aimed to meet the need of the school and align the schools mission and values with the administrative structure; expressed gratitude for Mr. Feldman and recognized his many contributions and inspirational leadership with the school; recapped the steps that have been taken thus far including attending the recent faculty meeting; outlined how the admin team will follow up with faculty meetings; reviewed the letter that was sent to community; offered thanks for those in attendance and for the many people working very hard to make these exciting changes.
- Fundraising (K. Brown) – Committee was unable to meet this month due to scheduling issues; in touch with a previous Board member, D. Ford, regarding grants; discussed working with PASTA on fundraising and potential grants; PASTA will meet on Tuesday at 8:30 to discuss fundraising; discussed having a fundraising committee member attend.
- Communications (A. Williams) – Outlined the numerous communication tasks undertaken by the committee; they have been exceptionally busy due to the

many changes and need for school wide communications; offered thanks to broader Board for collaboration; discussed Mr. Farmer's recent blog post highlighting best practices for communicating with compassion.

- Diversity, Equity, Inclusion (C. Fisher) – Committee met Oct. 11 and discussed formulating a mission statement and goals for the initiative; discussed ways to collaborate in future with other school groups working on equity and inclusion issues; discussed ideas for sharing regarding the Hawbridge mission; discussed a desire to create a timeline of what we have done and would like to do in the future regarding inclusion concerns/issues; asked the question if these issues have been formally explored by the school or past Boards; E. Martin explained the types of professional development that the school has implemented to address DEI issues; explained the schools' racial equity task force; expressed a desire to collaborate and ensure reduced redundancy and clear boundaries; T. Nicolet outlined the Board history with DEI; explained how this has been an on-going conversation which lead to the creation of a formalized committee; E. Martin offered to reach out to discuss cross collaboration.

- B. Lower School Director - Reflected on experiences at Hawbridge and expressed gratitude for the families and children in the community; expressed support for remaining leadership and teachers; expressed support for the evolving administrative structure; expressed his love for the Lower School students and gratitude for the opportunity to work with them and share in their joy; discussed school conferences which were well attended; expressed gratitude for the partnerships required; recently purchased new 32 new Cromebooks computers; thank you to PASTA for the goody bags. M. Bello expressed gratitude for Mr. Feldman and his knowledge which has been useful navigating the old facilities; discussed on-going concerns with windows and doors; estimates from 5 companies to replace 12 windows which have been weathered and/or are malfunctioning; collecting estimates for replacements; estimated cost is \$1000+ per window; also need to replace doorway in downstairs commons; door repair is estimated to be roughly \$650 and is scheduled; replacement will follow; physical space has passed inspection; access to former EC suite has been closed off; sit down meeting to discuss space and the impacts of the ductwork and equipment for the separate space which is in the Hawbridge space.
- C. Upper School Director – Upper School has started with 3 day rotations for students; making use of outdoor spaces to accommodate the number of students; schedule will be reassessed as modular progress is made; teacher conferences went very well and supportive; lottery applications have been opened; lottery will be end of Feb.; last year we needed 300 new students; this year we need roughly 100 new students; lower school open house will be Dec. 4th to align with Holiday Market in Saxapahaw; aim to have an open house in new facility in Feb. Board requested more information once it is available regarding how many slots per grade will be available; J. Shelton indicated that information would be available in January.

- D. Treasurer – At end of Sept. we are 25% through the fiscal year; still waiting on many funds; received sales tax refund of approximately \$45,000; heating and air work in the lower school was funded depleting that line item by approximately half; sitting at “expected deficit” as we await our funds; 90 day cash on hand is below desired level but anticipate it will rise once funding is received;
- E. Faculty Representative - J. Farmer (Upper School Faculty Representative to the Board) – Reported that he has spoken with numerous teachers; teachers report exhaustion regarding the changing situation with classroom space and administrative changes; a strong sense of optimism remains; community support appears high and while anxiety is apparent, the majority of expressions are of support and belief that what will come out of our change will be remarkable; parent teacher conferences indicate that families are thankful for the community and the sense of belonging students can cultivate at the school; raised the issue of faculty pay; Alamance Co. is currently offering a \$3,000 bonus for teachers; expressed how extraordinary as individuals and as a group the Hawbridge faculty is.
- F. K. Kimbell (Lower School Faculty Representative to the Board) – Reiterated much of what colleague said; faculty is nervous and uncertain regarding the future but generally enthusiastic about being a part of the community.

VII. New Business

- A. Collaborative Leadership - E. Martin and J. Shelton offered an overview of collaborative leadership and the focus on being teacher lead; outlined how this model of leadership has been discussed for many years; provided an overview of the impacts of a top-down model of administration at Hawbridge in the past (high turnover); discussed the process which helped the team arrive at collaborative leadership and have researched how other schools use this model; this move is not one of fear but a better reflection of Hawbridge. E. Martin provided a working definition for collaborative leadership or shared governance; terms can be interchangeable and not finite; “a leadership strategy intended to build relationship among stakeholders to build collective efficacy; emphasis is on making decisions throughout the organization vs to enhance learning; shared governance refers to the shared responsibility between stakeholders; faculty are the experts on teaching and should be represented in those decisions. Discussed the need to define roles in order to build the structure; M. Glancy reviewed where we stand now with our restructuring; survey completed; focus groups planned.
- B. Employment needs – Board has asked the school to identify immediate needs for hiring. J. Shelton identified personnel needs; need substitutes, requesting referrals for new substitutes; data management and testing is an urgent hiring need and currently advertised on the school website; financial tasks, covid funding, etc. are another critical need; due to season (open lottery) marketing is another area of need; Board is supportive of hiring temporary employees to fill urgent needs.

VIII. Unfinished Business

- A. Modular Units Update (Emily Martin) – Much progress on the pods; septic is being installed, electricity inspections have been passed; discovered the need to install a

- French drain around lower unit, scheduled and then re-grading will need to occur; fire alarms are being installed and should be completed this week; parts continue to be in short supply in line with country wide issues; as soon as permits are approved fire alarm inspection will be conducted; skirting on buildings will be finished this week and will look like finished units by next week; anticipate occupancy permit will be issued after all above issues are addressed; while move in target date has been changing there is nothing the school can do regarding the delays. All projects are currently in progress, inspections are occurring regularly and there is a possibility that other issues may arise; B. Culp is in communication with the inspectors and using connections to assist as possible; a list of items to be completed has been requested from the inspector; Duke energy is set for next Wednesday; anticipate water and electrical being up and running next week; B. Culp will be onsite meeting with contractors and reports that the end appears in sight. Anticipate final inspections to be early the following week.
- B. Expansion Report (Jason Imhof and Ben Culp) – Progress is being made on the new building; sheathing on walls is being installed, ductwork is being installed; interior framing is being finished; concrete for mechanical equipment is poured; membrane roofing is being installed; electrical conduit is being run; paving should begin in a week or two; working on getting the building weather tight to prevent delays; enclosure is progressing; enclosure is critical at this juncture. Reviewed budget and schedule update from Oct 13.; roughly 50% of activities remained on scheduled; items such as paving has been delayed; continue to experience supply chain issues which are contributing to delays; contractor was asked for a detailed list of the procurement plan and to be aggressive in the ordering of materials; list was provided roughly 2 weeks ago, several items remain unaddressed and some delivery dates are not confirmed; updates from CT Wilson have been requested; meeting with CT Wilson tomorrow to discuss; while project is not officially delayed, delivery times may impact final timeline. In summary the progress is solid and most materials are ordered with delivery times estimated; not much time has been lost since last update, however to meet the 1/31 completion date more work will need to occur in the coming months to stay on track; CT Wilson continues to suggest they will meet the deadline but have acknowledged supply chain issues. Discussed the financial penalties for CT Wilson per date past deadline; CT Wilson is motivated to complete on time by financial and staffing concerns including the potential financial penalties; Aspire indicates that they are not confident CT Wilson will be finished by the Jan. 31 deadline; do not want to indicate to CT Wilson that the deadline is anything but firm. Discussed possible solutions such as crews working multiple shifts. Discussed how to communicate regarding potential delays.
- C. Mask Policy Approval - Board reviewed the current mask policy as approved at last Board meeting. Board unanimously re-approved the following: Masks covering the nose and mouth according to CDC guidelines (<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/about-face-coverings.html>) are required on school grounds and during school sponsored activities (e.g.,

field trips, extracurricular activities). The exceptions include: while eating and drinking, during intense outdoor physical activity that leads to increased heart rate and sweating (this exception is outdoors only and when physical distancing is possible), and outdoors when social distancing protocols are in place. Drivers and passengers must wear masks while riding in school vans. Masks are also required for indoor athletic practices and games.

- I. IX. Closed Session
 - A. To Consider Confidential Matters Pursuant to NC G.S. §143-318.11
 - Subsection (a) - (5)
- II. Adjourn – 9:12 p.m.