



Visible Men Academy
Board of Directors
Meeting Minutes

Meeting Date: Wednesday, March 4, 2021

Meeting Time: 1:00pm – 3:00pm

Meeting Location: Zoom Call

In Attendance:

Board Members: Patrick Amoaku, David Kuhn, Mark Smith

VMA: Louis Parker, Tiffany Mickens, Jo Johnson, Josephine Eisenberg, Willie Clemons

Guest: Jenny Glassmoyer

The meeting was called to order at 1:05pm. Prior to the meeting, all board members were emailed staff reports.

I. Approval of meeting minutes from January 13, 2021 meeting

PA made a motion; DK seconded the motion. The meeting minutes were unanimously approved.

II. Board Chair Report – Mark Smith, Board Chair

Mark continues to engage the community while representing VMA and finding ways to keep the VMA brand in the forefront. He met with VMA staff, principal, and consultants to address Neil's resignation and moving VMA forward. Mark is also engaged in the Comprehensive Campaign and with the Campaign Co-Chairs.

III. The State of the School Report – Tiffany Mickens, School Principal

The students and staff are doing well. Everyone is gearing up for spring break then into testing mode. Tiffany met with staff to prep for testing. The staff the iReady data and has seen growth in both reading and in math. Some students scored lower due to personal reasons. These students will be retested. None of VMA students are two or more years behind in K or first grade. Everyone is either on grade level or almost there. The Parent Success Program was launched recently. The first session was focused on dreaming and understanding the vision the parents have for their lives and their children's lives. Financial planning will be the next topic. March 13th is the launch of Sunbridge which is an event for alumni with their parents to reconnect with former students. There are currently 81 students enrolled in VMA. Tiffany sent a recruitment plan to Louis and is waiting for final timeline and input. DK asked if Tiffany is clear what the principal's job is responsibilities of the office are. She is clear about her role in the day-to-day duties but not clear about her role being expanded. David suggested that

this is a matter for the board to discuss regarding the role of the principal moving forward and to communicate that to the principal. Louis said the expanded role is not clearly defined yet... there will be some duties involving awareness which will include recruitment. Louis conducted the principal's mid-year evaluation in December and does have her objectives listed for the second half of the year.

DK mentions the recent resignation of one of the co-founders, the resignation of a board member and the firing of the campaign manager. He requested that given the current crisis in VMA that the board addresses this matter. MS would like to do this in an executive board session during this month.

IV. CEO Report – Louis Parker, Interim CEO/EVP

With the departure of one of VMA's co-founders', Louis will step in as interim CEO. There have been no Covid incidents at school and in person learning continues. The principal is focused on improving the school curriculum, rolling out new curriculum next year and increasing ability to accept more students with the goal of 116 students. During Spring Break, VMA is hosting a boot camp to prep students for testing. The principal is also planning a robust summer school program including robotics. VMA's consulting firm, Carter, conducted a midterm assessment of the Campaign and Mark and Louis are having weekly calls with Carter. Turk is no longer with the firm and this has nothing to do with VMA. Carter does have someone in mind who can step in as Campaign Manager. Findings in the assessment: rebuild the development team, recruit at least 10 volunteers for the Campaign, to bridge the gap between campaign and operational funds, and awareness – VMA names needs a lot more awareness in the Sarasota/Bradenton community.

Within the next two weeks, there will be a lapsed donor appeal emailed to approximately 850 donors. The theme is 'We Want You Back' with a video of VMA students. There is a list of 5,000 names of high wealth Manatee and Sarasota prospects who will receive an introductory email about VMA during the week of March 8th. The VMA signature event, Shine On, will be May 21st which will be a hybrid event. A special events consultant has been secured.

Mark mentioned that VMA is not currently in a contract with Carter. VMA is carefully assessing what Carter is able to deliver and if it meets the needs of VMA. Other campaign consulting sources will be considered as well. These opportunities will be brought to the board to be evaluated. Louis reminded everyone that the board has to approve a new contract before it can be signed. Louis mentioned that VMA has also secured a Marketing/PR firm that is going to help with the Awareness Campaign.

DK asked what the current VMA message is to the community. Louis said the VMA mission is the message and VMA will continue with the programs and expand the curriculum. DK feels that VMA is not sufficiently addressing the community regarding the reason for Neil's resignation and fears this will leave a gaping hole in people's minds.

Mark asked DK for recommendations. DK explained that he has already shared questions and recommendations and feels his questions are not being addressed.

Louis mentioned the previous VMA \$1 million pledge from an anonymous donor. A pledge reminder was recently sent to the foundation, but there has been no response as of yet. VMA has paid out \$90,000+ to cover Carter's consulting fees and will need this amount reimbursed to be able to secure a new campaign manager.

Louis requested the board approves releasing \$137,000 that is in an account for unrestricted campaign donations to be used for operating expenses.

PA inquired about CP stepping down from the board and asked if VMA has done an assessment of the damage of her walking away. The concern for the school is that CP has been a long time VMA donor. No assessment has been completed at the time of this meeting.

V. Governance Committee Report – Dr. Willie Clemons, Chair

Dr. Clemons explained that the six new board member candidates were interviewed and made a recommendation that these candidates be accepted as VMA Board Members. The resumes were sent to the board for review prior to the board meeting and once the candidates are approved, a new member on-boarding process will begin. Dr. Clemons also mentioned there are 6 additional potential candidates that are being interviewed within the next coming weeks. Dr. Clemons and Mark personally called the board candidates to let them know about Neil's resignation and that Neil's future work will be to lead another cause that addresses national impact and empowering men and boys of color.

Mark made a motion to approve the six new board candidates. The motion was not approved. DK will be given time to reach out the new board candidates before a vote is taken.

VI. Comprehensive Campaign Report – Josephine Eisenberg, Campaign Coordinator

March 17th is the next Campaign Co-Chair meeting. VMA received a new \$100,000 pledge to be paid over four years. The Campaign team is creating strategies for approaching new prospects. Louis agreed to reach out to Tom Scott to update him on VMA's progress moving forward. DK would like to receive the notes from the Co-Chair meeting. He also made mention of his request to assess the risks given the recent events concerning VMA.

VII. Community Engagement and Outreach Report – Jo Johnson, Dir of Community Engagement/DB Management

VMA's database is called DonorPerfect. Jo meets weekly with Jenny (Kerkering Barberio) to reconcile Intact and DonorPerfect to be certain they are in sync. Both systems align as of this date. Community relationships include new community partners as well as long standing VMA partnerships. Some of these include: Meals On Wheels who partner with VMA each third Thursday of the month to give away fresh produce

which can be picked up on VMA's field of dreams. VMA will also begin partnering with Community of Hope to distribute produce on Saturdays. Additional partnerships include Walt's Fish Market, Astro Skate, Bradenton Beach Marina. Jo also attends monthly meetings with Manatee Community Foundation, Community Foundation of Sarasota County and the Community Foundation of Venice.

VIII. Cash Flow Report – Jenny/Kerkering Barberio

Jenny reminded board members that they each received a packet of financial information prior to the board meeting. Jenny reviewed the Cash Flow Report. The report shows that if everything follows the current layout, the school will go into a negative balance in April. Jenny reminded the board of Louis's request to release \$137,000 from the Visible Dream Campaign to be used for operating expenses. Since November 17, 2020, all money that has been received by VMA was put into the comprehensive campaign report and needs board approval to transfer money to the operating account.

IX. Confirmed Board Meeting Schedule

April 14, 2021 (Budget Approval Meeting)
July 14, 2021 (Annual Meeting)
October 13, 2021
January 12, 2022
March 9, 2022

X. The regular meeting was adjourned at 2:25pm and an Executive Session will begin at 2:35pm.



**BOARD REPORTS
MARCH 2021**

The following reports are included:

- 1) CEO
- 2) School Principal
- 3) Campaign Update
- 4) Governance Committee

Board Meeting
3/4/2021
CEO Report

Environment

- Meeting held Feb. 10th with all staff and teachers to review the CEO's resignation
- Calls made to co-chairs
- Still concerns about CEO position
- Donor impact

Fundraising

- Year to date funds raised: general operations \$338,183; restricted \$74,000= Total \$412,183

Focus on \$1,000,000 challenge by June 30th

- Lapsed donor appeal ~850 donors
- Prospect appeal~5,000 Prospects
- SHINE-ON May 21st
- Corporate Partners
- Consultants identified for Event Planner and Marketing/PR

Carter Assessment Key Takeaways

- Organizational structure, including volunteers, needs investment
- Lack of Awareness
- 4-month program for \$1MM challenge
- CEO turnover

- Proposal being developed—Potential local campaign Counselor

Status of \$1,000,000 anonymous donation

- Pledge letter sent to pay \$250,000 initial immediately
- Pursuing resolution with the foundation's attorney
- Implications on contract renewal

Financial

- January fund balance \$165,134
- Facing headwind with cash flow

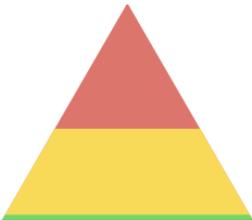
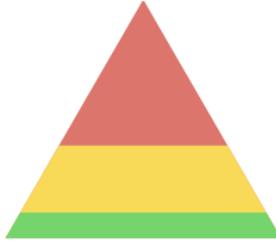
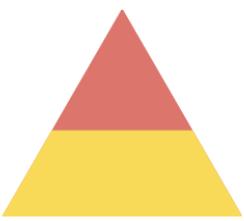
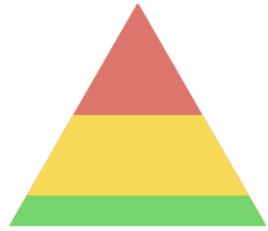
Board Report 3/4/2021

- **General Update**

- Staff and Students are doing well. We are approaching Spring Break. TM will be using the weeks before Spring Break to engage staff in conversations about performance and next year.
- We are in compliance with the District at this time.
- We are preparing for FSA Testing, which is scheduled to happen in Spring. We are using the next assessment window to practice what FSA testing will look like by having a secure testing environment on 1/11 and 1/19. In addition, we will have an FSA SHINE Camp during the week of Spring Break (Week of March 15th).

- **Academics**

- i-Ready Results

	Baseline	Winter Diagnostic
Reading	 <ul style="list-style-type: none"> ● At Risk for Tier 3 33% ● Tier 2 61% ● Tier 1 7% 	 <ul style="list-style-type: none"> ● At Risk for Tier 3 37% ● Tier 2 42% ● Tier 1 21%
Math	 <ul style="list-style-type: none"> ● At Risk for Tier 3 34% ● Tier 2 66% ● Tier 1 0% 	 <ul style="list-style-type: none"> ● At Risk for Tier 3 25% ● Tier 2 49% ● Tier 1 25%

Notes:

- Students have shown growth in Reading and Math. The graphs show a reduction of students scoring on Tier 3 (Red) and more students in yellow and green. There were 6 students who decreased in Reading due to several reasons (personal, rushing, emotional). They are currently retaking the Winter Diagnostic.
- There are NO students scoring in Red for Kindergarten and 1st grade.



- **Focus**

- Based on the data we are continuing the following:
 - Weekly Grade Level Meetings (K-1, 2-3, 4-5) for Professional Development, Lesson Planning and Best Practice Sharing
 - 3-week cycle meetings for students who are identified as Tier 2 and Tier 3
- SunBridge (Alumni Program): We are finalizing middle school placements for our 5th grades bridging to 6th grade.
- 2Gen Parent Success Program has launched! We held our first sessions February 11th, 18th & 25th. We held 3 groups: Women SHINE, Latina SHINE & Fatherhood. The groups focused on the Key to Success-Dreaming. We will use the feedback from these initial sessions to plan programming for next month. We have not determined March dates at this time.

- **Current Enrollment**

- Our current enrollment is 81 students.
- We have a timeline for Recruitment that begins in March through July. We are waiting CEO approval of the timeline and input before proceeding with our planning.

- **Upcoming Dates**

- SunBridge Homecoming: March 13th
- Spring Break: March 15th-19th (FSA SHINE Camp)
- FSA Testing Dates
 - April 6-7: 3rd ELA
 - April 8: 4th/5th Writing
 - May 4-5: 4th/5th ELA
 - May 11-12: 5th Science
 - May 18-19: 3rd-5th Math

**Visible Men Academy
Campaign Report
March 2021**

Campaign Update

I. Comprehensive Campaign Gifts Received To date = \$261,367

- i. Pledges received in February 2021
 - \$100,000 pledge to be paid over 4 years

II. Campaign Cabinet

- i. The last Campaign Cabinet Meeting was held on 12/16/20 with Campaign Co-Chairs: Jim Cash, David Grain, Tom Scott.
- ii. The next scheduled Cabinet Meeting is Wednesday, March 17th
- iii. Major Donor Prospect Development meetings were held with Turk and the co-chairs. There were several follow up items that are currently being addressed.
 - David Grain meeting – Jan 27th
 - Tom Scott meeting – Feb 2nd
 - Jim Cash meeting - Feb 8th
- iv. Louis (Interim CEO) is also a current Cabinet Member supported by Josephine Eisenberg (Campaign Coordinator)
- v. Louis spoke with each of the Co-Chairs to address Neil's resignation.
- vi. Cultivation work is ongoing for additional Cabinet appointments

III. VMA Board of Directors Campaign Engagement

- i. The previous Campaign Update was provided to the board in January 2021.
- ii. Solicitation for the Leadership Gifts Phase (Board of Directors and Campaign Leadership) was scheduled to be completed by the end of February 2021.
- iii. Board members have been asked to identify key campaign prospects, share names with Louis or Josephine, and provide entree to the prospects identified.

IV. Campaign Solicitation Phases

With the overall guidance of the Campaign Co-Chairs, the campaign is organized into several basic solicitation phases.

- i. *The Leadership Gifts Phase*: Board of Directors and Campaign Leadership
- ii. *The Pacesetter Gifts Phase*: Prospects evaluated at \$500k and higher -
- iii. *The Major Gifts Phase*: Prospects evaluated between \$100k and \$499k
- iv. *Special Gifts Phase*: Prospects evaluated below \$100k

V. Prospect Identification and Review

- i. Wealth screening of VMA's current donor base was completed in October 2020.
- ii. Prospect Review should be ongoing to inform sequencing and strategy for solicitation of VMA leadership, corporate contacts and early individual solicitations.
- iii. Next Steps - validate prospects, prioritize prospects and build cultivation and solicitation strategies for Leadership, Corporate and Early gift categories

VI. Future Action Items

- i. Campaign Awareness
 - Awareness Plan, scripts, awareness event agendas, invitations and potential host lists need to be developed
 - Create a plan for one campaign awareness event every 3-4 weeks from April 2021 to July 2021
- ii. Communications Plan
 - Website: campaign webpage refresh to include co-chair bios, updated messaging, branding elements and imagery
 - Printed Materials needed
 - Video Presentations created

Governance Committee Report
March 4, 2021

Willie Clemons, Chair
Josephine Eisenberg
David Kuhn
Louis Parker

The Governance Committee has completed the New Board Member Process for 6 Potential Board Members and prepared to make recommendations to the Board of Directors for approval. These potential members have been identified, screened, interviewed, and approved by the Governance Committee. They are as follows:

1. Dr. John Maupin
2. Mrs. Tomeika Hunter Koski
3. Mrs. Naiema Frieson
4. Mr. Gerald Bruce
5. Attorney David Wilkins
5. Dr. James Stewart

Resumes were sent for your perusal. Once approved by the Board, a new member "Onboarding" process will begin.

There are six potential Board Members that have been identified and in conversation at this time. They are:

1. Ms. Betsy Friedman
2. Ms. Nell Miller
3. Mr. Sam Carter
4. Dr. Janet Taylor
5. Mrs. Clemmie Cash
6. Tim Fanning