

February 20, 2008  
ISL Board of Trustees

### **Meeting called to order 7:15 PM**

Board members present: Grant, Carolyn, Richard, Dottie, Karen, Scott, Marc, Sean

### **Approval of January minutes; unanimous approval**

### **Head of School report (Sean Wilson)**

- Caretakers cottage: have met w Wayne Troyer about possible renovations plans into a kindergarten wing or an arts wing. Still in planning stages. Thanks to MIT Sloan fellows for gutting the cottage over a 3-day period.
- Rico has spoken to someone in city's safety and permit dept. and we expect an expedited permit in 3-5 weeks. 12-16 weeks of construction + 2 months for permits and HDLC approval, puts us on a timeline for August 1 completion date. We can manage to fir the additional classes within the building without the cottage if necessary. Expect to pay \$150/square foot, for a total of \$285K.
- We have removed four of the five PODS storage units from the property; FTCO still renting the fifth. The shed will pay for itself in less than a year compared to PODS rental fees
- Academic assessments have been done for 3-7 grade on language and math ability relative to LA grade level expectations. Expect to report to individual parents in the next 6 weeks.
- Application period closed Feb. 15; we received about 230 applicants for 88 spots.
- Development: big news of the month is that ISL has been granted the Entergy \$350K award for energy efficiency upgrades. We expect to save about \$2,500/month (\$30,000/year) as a result of this grant. So far we have collected \$43,000 for family annual fund, exceeds our \$30,000 goal. We are only at 26% of family participation, so still hope to improve those numbers.
- French ambassador will be at the school this Friday to distribute French textbooks. We also expect volunteer efforts from Touro Synagogue and Crump Life Insurance.
- Future plans: ISL is the best educational institution in the city of New Orleans and State of Louisiana. As such, we need to continue to cultivate stronger relationships with our partners. Considering partnership w YMCA to host adult literacy classes.
- School wants to re-think its relationship with FTCO, the current parent-teacher association. Over the past few years, as ISL has grown, its needs have grown as well. Faculty and staff are now filling some of the role that FTCO has played. School administration does not believe that FTCO meets school's volunteer needs and parent needs. Much of this has been driven by dissatisfaction within FTCO w their current by-laws. FTCO plans to propose that this be their final year of operation at their March 7 meeting.
- Sean will start hosting a weekly meeting on Thursday mornings to improve communication with parents.

- ISL has joined East Bank Charter School Cooperative; the co-op allows us to buy products and services at discounted rate. Strictly an optional relationship on a case by case basis.
- Consideration of a shorter school day next year and using the extra time in the day for mandatory tutoring for children with academic needs. Planning now underway for next year's calendar.
- Website is now up to date with current teacher, administration, and board member contact information, along with an embedded calendar. We have also updated our phone system with an electronic directory and voice mail.

### **Board President report (Karen)**

Karen has received a letter of resignation from Gina Warner. Grant moves to accept; seconded by Carolyn. Unanimously approved. Karen will send Gina a formal thank-you note.

Reminder to committee chairs that committees have been encouraged to expand membership. Karen requests that each committee chair issue at least one invitation this week. Ultimate goal is two ISL stakeholders and 2 non-stakeholders added to each committee.

### **Governance Committee report (Grant)**

Thanks to Pam for putting together the binders the board received tonight; this is a component of the manual we are putting together for board members.

Committee has identified four good prospects, and will be in touch with board shortly.

Board retreat is tentatively scheduled for Sunday, June 1 (not June 7)

### **Education Committee Report (Marc)**

- Discussion of challenges of retaining French instructors; this is mainly a function of economics of French national school system vs. US system; it is expensive for these teachers to remain in the US.
- Discussion of scaling back third language expectations; and possibility that ISL would incorporate its third language as part of IBO curriculum.
- Karen's additional comments in support of IBO decisions: part of our charter; wants to start the process since it takes a long time to work through; we may pull back out later.
- What are the costs of the program? We would probably need to add another staff position, at about \$50,000 + additional membership/application fee and training costs
- Long discussion of real costs of doing this: training + travel/logistics costs. Some concern among board members that costs would be higher than we're now anticipating.

- Do we have a sense of likelihood that we would undertake this process and not end up being certified? Our sense is that the IBO program will make sure that we succeed.
- How does the new staffing work with this, including relationship among a new IBO curriculum person and a possible new academic coordinator.
- Grant recommends pushing the application back to October date for purpose of further study.
- Question: are there academic benchmarks for maintaining certification at PYP and MYP levels?
- Additional questions: what are real costs; how would we manage teacher training, especially in light of travel demands and turnover? Should we consider doing just one or the other (MYP and PYP)? Want more detail on how the program will be managed.
- Maria Treffinger invited to make a presentation about the IBO program: this was added to the charter as a primary element of the motivation for the school. One important thing IBO offers is a benefit to the city of New Orleans in its ability to offer IB curriculum to international business visitors looking to continue their ongoing education. IBO curriculum would allow ISL to attract children of multinational executives based temporarily in New Orleans. Founding Board envisioned the international connections that will follow from this degree as a major advantage for ISL students, and also for future fundraising ability. Because IBO diploma is recognized around the world, adopting IBO curriculum makes ISL a truly international school with international credibility and recognition. When ISL applied for the charter in 2000, there were 300 in US and now there are 450. Founding board also anticipated being able to recruit international teachers more effectively with IBO curriculum. With respect to trade-off between IBO and immersion in high school: the trade-off here is between rigorous academics and immersion, more than between IBO per se. Founding board recognized early on that IB would entail costs, but have always viewed those costs as worth it given the long-term benefit that IBO will offer for future of school.
- Motion from the Education Committee: The Education Committee recommends that the board provide funding and support for the school to begin the process of becoming IBO-certified in the PYP and MYP curricula.
- Public comment: Support for motion and for IBO curriculum. Support for moving forward with the decision tonight. Board should be willing to take a leap of faith on this.
- Motion passes unanimously

Presentation of information about state of high school planning for independent high school and placement options for inaugural class given uncertainty about high school plans for 2009-2010

### **Marketing and Development Committee**

- Discussion of committee focus: focus is on major gifts from individual donors. Cool advisors are a good starting point for this list.

- Several recent meetings with French consul general; potential for a major gift from French government to assist with ISL high school.
- Question: is fundraising for a high school part of this committee's mission? Answer: committee would like to see the planning document that Education committee is putting together to begin serious fundraising.
- Discussion of new committee member

**Executive Committee of the Board report (Karen)**

Discussion of meeting w French Consul General. French consulate would like to partner with ISL to open an international high school.

**Facilities:** covered in head report

**Finance Committee (Karen)**

- No new financial report this month; in process of implementing new software
- Gary Picou is new committee member
- Pam presented update on grant worksheet
- Gary is assisting with asset management analysis and offer some planning advice
- Committee has first draft of policy and procedure manual
- Committee has received preliminary cost estimates for cottage
- Finance committee working with Education Committee and moves to budget an additional \$39,000 to cover initial training and application costs for IBO curriculum. Unanimously approved.

**Old Business**

- Acceptance of strategic plan for 2007-08 year as amended. Motion by Grant; second by Scott. Approved unanimously.
- Signing of contract for Head of School

**New Business**

Board retreat June 1; committees should begin submitting agenda items.

**Public Comment**

Laura Vagianos: discussion of Fridge Art planning

**Meeting adjourned 9:35**

ISL Board of Trustees Meeting  
February 20, 2008  
ISL Library

**I. Call to Order**

**II Approval of January 2008 minutes**

**III Executive Reports**

A.) Head of School

B.) Board President

**IV Committee Reports**

1) Governance committee- Present Manual to the Board

2) Education committee

- High School- See New Business
- IBO Curriculum

3) Marketing and Development committee

4) Facilities committee

5) Finance committee

**V. Old Business –**

Accept Strategic plan for 2007- 2008 year as amended and updated by committee reports

Signing of Contract for Head of School

**VI. New Business-**

Date for Board Retreat

Executive Meeting Report

**VI. Public Comment**

Next meeting scheduled March 19, 2008



22 April 2008

## HEAD REPORT

For the Period Ending February 11, 2008

Since our last meeting the School has been on break. There has been progress in some areas during the break and others have just begun to get the attention needed as we returned.

### FACILITY

During the past month the following activities have occurred within the facility”

- Met with Global Green, Linda Morgano to review the status of Global Green and ISL’s objectives. Aviva is waiting on Global Green’s guidance after the facility assessment from the OPSB and RSD master planning.
- MIT Sloan Fellows with the help of Robin Robert, Committee Member, gutted the Custodial cottage.
- Purchased and Install the new storage shed that replaced the 4 PODS that were on site for more than 1 year.
- Electrician inspected and installed electrical outlets for the library, English teacher office and the kitchen.
- Repair of the Magazine gate.

As progress continues in and around the building, we have found several areas that will need to be addressed soon:

- Installation of Lighting at the entrance of the building.
- Re-mulch the playground area and re-sod the yard
- Johnson Controls – a/c & heating sensors need complete check up. Through the Metasys system, we are able to control the times the HVAC systems is on and off, controlling the temperature in individual rooms have proven difficult with the system.
- Plumbing pressure remains an item of focus as this could potentially lead to life health issue is the system becomes total inoperable.
- Security lights on the parking lot.
- Electrical outlet in various rooms.
- Van or cargo truck for transporting supplies (rental or purchase).

The PODS have been removed and replaced with the storage shed. The MIT Sloan Fellows emptied the PODS that were filled with furniture and other equipment. The items are now in the storage shed and PODS that belonged to the school have been returned to PODS. The PODS costs \$685 per month. The cost of the shed was \$6,000.

## **CUSTODIAL COTTAGE**

The cottage has been gutted and is ready for inspection and precursory drawings by an architect. I have contacted Wayne Troyer, former Board member, to assist in this area. Wayne has agreed and is working with several of his staff members to do architectural and engineering inspections over the next few weeks. Wayne would like to work with those teachers that would use the area to get a better idea of what the teachers would like to have as part of the building.

Further discussion with the academic administration, would like to explore use of the facility as a kinder house versus an arts and culture center. This would give the kindergarten more autonomy in that they would be centrally located near each other with its own play area and meeting space.

Wayne believes that from this point it would take near 8 months to complete the project at a cost of \$150 per square foot. The building is about 1,880 square feet, totaling \$285,000 to renovate. In light of the projected completion date, we are making secondary plans to use all space in the main building until the time the Arts and Heritage Wing is ready.

## **ACADEMICS**

- NWEA (Northwest Educational Assessment) testing has been completed. Results will be available to teachers next week. At first glance it appears that ISL students are doing very well overall.
- Faculty – Brooke Muntean, MS Social Studies, went out on maternity leave early. Devin Meyer, LS teaching assistant, has replaced her as a full time substitute. Davis Rogan, Michael Skinkus, and Ben Schenk have all signed on as part-time music teachers. Mary Alfone has been hired as a 2<sup>nd</sup> grade Spanish teaching assistant and Philip Cartelli has been hired as a 1<sup>st</sup> grade French teaching assistant.
- The second quarter was successfully completed. Report cards went home Monday 2/11/08.
- Kindergarten applications closed Friday, 2/15/08. To date we have more than 230 applicants and began testing siblings. The lottery was pulled on Monday, February 18, 2008.

Goal for the next quarter is to have identified all children who are not performing successfully at grade level and to have scheduled meetings with their parents/guardians.

## **DEVELOPMENT**

The International School of Louisiana has been granted the Entergy/Nike/Global Green Solar Schools Initiative Award of \$350,000 for much needed roof repairs, electrical upgrades, and solar panel installation (Additional energy costs savings are estimated to be \$2,500/month). With this award, 2007-08 fundraising efforts exceed \$500,000.

### **Annual Fund**

To date, the Annual Fund has received \$43,000 in unrestricted operating funds. This includes donations from the December 17<sup>th</sup> Cultivation Event, an Entergy matching grant of \$2,500, a

Capital One donation of \$5,000 and the Bridgewater donation of \$17,000. The Family Annual Fund Committee continues to work on reaching their 100% participation goal; now at 26%.

### **Community Cultivation**

The French Ambassador will visit ISL on Friday, February 22<sup>nd</sup> at 3:45pm to distribute French books donated after Katrina. The media has been invited to attend.

A volun-tourism group from Crump Life Insurance will be installing plants along the Terpsichore side of the building on Sunday, March 9<sup>th</sup>. They are also donating \$4,500 toward the cost of the beds and landscape lighting at the Camp Street entrance.

ISL will be the beneficiary of Touro Synagogue's Mitzvah Day (a day of community & service) on Sunday, March 30<sup>th</sup>. Eighty volunteers will level the playing field, turn the playground mulch, weed & aerate the front entrance landscaping and touch-up/seal the cafeteria murals.

### **Refrigerator Art Auction and Gala**

Plans are underway for the 4<sup>th</sup> Annual Refrigerator Art Gala. Board Members Scott Aiges & Grant Ligon are cultivating "Cool Advisors", Cool Advisors are a good way to introduce potential donors, committee members and trustees to the International School of Louisiana.

The event is Sunday, April 6 at the Foundry, 333 St Joseph Street in the Warehouse District. Patron Party begins at 6pm with a champagne reception and pre-viewing of auction items; Event begins at 7pm

### **Recruitment/Advertising**

Advertising ran successfully in the Gambit, New Orleans Magazine, The New Orleans Kid's Directory and on WDSU-TV; generating over 60 new applications before the February 15<sup>th</sup> deadline. ISL will have a booth at the Kid's Directory Education Expo at Lakeside Mall on Saturday, March 29.

### **EdLine**

Per the recommendation of our IT department, EdLine will be replaced with a more user friendly program of faculty web-pages. Roll-out is in process.

### **Enterprise Development**

The Fund Development consultancy is in its final stages; Armand Bertin anticipates a completed plan by month's end. Laura Crochet, Capacity Building Director at LANO has met with the governance committee to begin the process of developing a Board Handbook.

The following funding has been granted for 2008 programming/projects:

Entergy	\$350,000	Solar Schools Initiative
LA Assoc of Non-Profit Orgs (LANO)	\$12,000	Enterprise Development/Parent Education
Lowe's	\$5,000	Safety/Lighting Program
Arts Council of New Orleans	\$2,700	Steel Drum School Band
Baptist Community Ministries	\$15,000	Curriculum Mapping and Documentation
LA Endowment for the Humanities	\$8,500	Library Prime Time
Parkway Partners	\$1,500	Student Garden
Global Green	\$75,000	Building Improvements
CAFA	\$250	French Teaching Materials
Scott Cowan Institute	\$5,000	Fellow to develop volunteer program

## **FUTURE**

As we continue planning for 2008/09 excitement abounds as to the future. After preliminary meetings with some organizations, ISL is interested in possibly hosting language classes and adult literacy classes. The school is ideal as this request has come to administration on several occasions. I have met with the Director of YMCA's Educational Services program and we will explore the possibilities of a partnership.

As the needs of the school have changed over the past 5 years, so have its volunteer needs changed. The future of ISL's relationship with FTCO is changing and administration believes staffing provides the school the capacity to meet the needs of the organization's volunteer programs. We are looking to establish a school based PTA/PTO to be filled by parents. The organization will include members of the school that have voting rights on the direction of the PTA/PTO. We are researching which program, PTO and PTA, to determine which more closely aligns with the needs of the school.

In the near future we will start hosting weekly meetings that current parents can attend to ask questions about the school. This meeting will be hosted by me or a designee. In these meetings parents will be able to hear more about what's going on around school and have general questions asked. We believe this type of meeting will allow more accurate information to fill the communication needs of our parents and community.

The Louisiana Charter School Alliance, (Eastbank Charter School Co-Op), is looking at ways to increase savings on items purchased. Already, the Co-Op has contacted Office Depot for classroom supplies and materials. Because of the Co-Op there is already a benefit of reduction in the cost of copy paper by more than \$11.00 per case. Because of the number school that will participate in the purchase agreement, we will see reductions in other areas as well. Some of the items for thought are: Pest Control, Copier Machines, Office Equipment, Waste Disposal, Building Inspections, etc.

Looking forward, we note that some classrooms will have to be moved for the 2008/09 school year to make room for the expanding number of students in the school. The facility director with the assistance of administration is looking at how to best optimize the use of space in the main building. Classroom moves will accommodate the increase in the number of students for the next school year.

The school is preparing for Items being considered for next year include:

- School ending at 3:30 with mandatory tutoring for students with identified academic need
- Development of an academic matrix for retention and promotion
- School Holidays
- Professional Development
- Budgeting
- Assessment and testing
- Organization chart, new positions needed going forward
- School calendar

Sincerely,  
Sean Wilson

**\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*DRAFT\*\*\*  
THE INTERNATIONAL SCHOOL OF LOUISIANA**

**STRATEGIC PLAN 2007-2008**

*As of August 2005*

**MISSION**

**The International School of Louisiana provides a challenging education emphasizing French or Spanish language immersion, international awareness, the celebration of diversity, and community responsibility.**

**VISION STATEMENT**

In the seven years since its founding, the International School of Louisiana (ISL) has emerged as a leader in public school education in the Greater New Orleans area. The school is in great demand, and attracts residents from seven parishes around the area and from a broad range of socioeconomic backgrounds. For the 2007-2008 school year, three times as many students applied for kindergarten as could be enrolled. ISL's popularity is due to its unique academic program and its strong test scores. ISL's educational mission is based on research indicating that by the fourth and fifth grade, students studying more than one language in an immersion program fare better in all subjects, particularly math and science, than their counterparts in a monolingual program. This research is supported by ISL student achievement: Gather up-to-date statistics.

The ISL Board has identified five key issues upon which it will focus its attention during the 2007-08 academic year; its committee structure reflects these foci:

**KEY ISSUE: EDUCATIONAL PROGRAM (Education Committee)**

**GOAL 1**

**Solidify plans for an ISL high school (ISLHS).**

**Objective 1**

- Commit to a timeline for creating an ISLHS and describe how the school will be populated; or announce plans not to do so.
- 1. Work with Head of School to develop 3-4 possible ISLHS scenarios, identifying costs, benefits, and intermediate tasks of each. Timeline: discuss at August Board retreat; vote at September board meeting re proposal to present to school community in September
- 2. Conduct additional research as necessary to narrow this list down to a single recommendation. Timeline: make recommendation to ISL Board at December meeting.
- 3. Present Board recommendation to ISL community and develop necessary working groups to put plan into effect. Timeline: meet with ISL community in January

### **Objective 2**

- Clarify and disseminate ISL's approach to IB diploma status.
- 1. Role of IB curriculum must be addressed in the ISLHS scenario documents described above
- 2. Finalize plans with respect to IB curriculum in time for January meeting

### **GOAL 2**

**Create an educational program in which children are happily engaged in significant learning and that delivers objectives deriving from the school mission and meets LA state requirements.**

### **Objective 1**

- Fully develop a K-12 curriculum and ensure continuous evaluation of its success.
- 1. Fully develop a K-4 curriculum and ensure implementation and monitoring of improvement plan. Timeline: To be reviewed at June 2008 Board meeting
- 2. Research and develop 5-8 curriculum. Timeline: To be reviewed at June 2008 Board meeting
- 3. Research and develop 9-12 courses and programs and graduation requirements for students to achieve state recognized standards for LA diploma and distinctive ISL diploma. Timeline: to be determined based on decision about ISLHS.

### **Objective 2**

- Continue to implement strategies to ensure students' optimal performance on standardized tests and develop methods for using those tests as a tool for improvement.
- 1. Conduct annual review of ISL Pupil Progression Plan. Timeline: To be reviewed at August Board meetings.
- 2. Develop School Improvement Plan outlining strategy for raising scores on LEAP and other standardized tests. Timeline: To be reviewed at September 2007 Board meeting.

### **Objective 3**

- Oversee(?) an enrollment and assessment plan to build and maintain a student body that will meet charter school guidelines, experience success with the program, and enable the school to demonstrate compliance with applicable laws.
- 1. Clarify and review school's admissions policies. Timeline: Preliminary report available for October open house; final report to be approved at February Board meeting
- 2. Pending decision about ISLHS, develop a high school entrance and assessment plan. Timeline: to be determined by ISLHS timeline.

3. Develop partnerships with a broader research community, including one or more local universities, involved in linguistic and language learning research. Timeline: interim report by ~~March~~February board meeting
4. Track student success. Review annual report on language/grade-level attrition and demographics. Timeline: ~~October~~May Board meeting
5. Develop assessment tool to measure target language proficiency. Timeline: April Board meeting
6. Monitor student performance on high-stakes state standardized tests. Review annual report on LEAP performance broken down by language and grade; note any trends and assess performance. Timeline: June Board meeting

**KEY ISSUE: FACILITIES (Facilities Committee)**

**GOAL 1**

**Secure facilities appropriate to educational mission.**

*(For all objectives, develop architectural program, determine physical space needs and appropriate grouping of classes, perform cost analysis, and communicate with parents and constituencies.)*

**Objective 1**

- Secure ongoing facilities for grades K-4. Expect to use current location for this purpose for duration of charter.

**Objective 2**

- Secure 5-8 facilities for 2008-2009 OR 2009-20010 school year. (Can house K-8 in current location during 2008-09 if necessary.)
1. Develop preliminary report on overall needs (numbers, space, specialized middle school facilities). Timeline: September Board meeting.
  2. Identify building. Timeline: August 2008 or sooner
  3. Take possession and manage any necessary repairs, etc. Timeline: June 2009 (or June 2008)
  4. Develop a strategy to secure regular representation within the city-wide school facility master plan

**Objective 3**

- Secure facilities for 9-12. Timeline TBD pending decision about ISLHS.

**KEY ISSUE: GOVERNANCE**

**GOAL 1**

**Ensure strong, strategic governance.**

**Objective 1**

- Strengthen functioning of the board and establish mechanisms to ensure that strategic plan is implemented by:
  1. Review and update board membership criteria and responsibilities to include:
    - Insure necessary policies and legal requirements are adopted and/or met.
    - Promote strategic partnerships with other organizations.

Timeline: discuss at August retreat; approve at September meeting
  2. Refining committee structure and responsibilities of chairs. Timeline: discuss at August retreat; approve at September meeting
  3. Develop orientation program for new board members. Timeline: October Board meeting
  4. Ensure ongoing board education about governance, including finances and fundraising. Timeline: organize at least one professional development seminar by March, 2008.
  5. Establish annual evaluation process to assess board performance. Timeline: Proposed evaluation tool reported at March Board meeting; implement evaluation by May; report results at June meeting.

#### Objective 2

- Expand the board: identify, cultivate and recruit new trustees according to established criteria for board membership. **Identity action steps and timeline at August retreat this year**
  1. Develop list of Board membership criteria and responsibilities (August retreat)
  2. Develop list of possible Board recruits (August retreat)
  3. Meet with individual board members (September – October?)
  4. ~~No closure on exact steps involved in recruitment process...~~

#### Objective 3

- Sustain partnership between head and board to support head in leading school according to strategic plan.
  1. Head of School to review and comment on strategic plan prior to August retreat.
  2. Executive committee of Board to meet monthly with Head of School two weeks prior to Board meetings
  3. Develop Board evaluation tool for Head of School. Timeline: report to October Board meeting; begin evaluation process by January?
  4. Clarify oversight role between board and school administration; maintain formal “reporting to” and “oversight of” structure at Board meetings.

#### Objective 4

- Establish and continue to develop a shared vision among trustees, faculty and parents through effective communication between board and school.
  1. All board-related documents (all reports, agenda items, etc. for use at Board meetings) must be delivered to secretary by Friday AM before Wednesday board

meetings. All documents will be circulated to Board members by Friday PM and delivered to school for distribution to parents (by internet and on bulletin board at school) at least 48 hours prior to monthly Board meeting.

2. Improve communication between Board Committees, ISL Board, and ISL community; work with committee chairs to publicize committee meeting times and agendas at least 72 hours in advance of committee meetings.

#### Objective 5

- Ensure professional faculty and administrative staff.
1. Ensure faculty professional development training occurs once per semester. Timeline: Annual professional development plan reviewed at September Board meeting.
  2. Review management plan for administrative staff. Timeline: Annual administrative management plan reviewed at December Board meeting.
  3. Review annual faculty recruitment plan. Timeline: January Board meeting.

#### Objective 6: Maintain integrity of charter

- Annual review of charter ~~(no date set for this yet)~~
- 1.

#### KEY ISSUE: MARKETING AND DEVELOPMENT (Marketing and Development Committee)

~~Need closure on whether this committee has been eliminated.~~

#### GOAL 1

Raise awareness of ISL among and beyond the local philanthropic, legislative and business community.

#### Objective 1

- Develop a mass marketing plan that ensures that ISL's public image is consistent with its mission and serves the purpose of maintaining its status and funding; identifies key constituencies; and develops core messages.

1. Annual review of school's marketing plan. Timeline: ~~November-March~~  
Board meeting

2. Work with school's marketing and development director to implement marketing plan. ~~(In Process)~~

#### Objective 2

Create a development plan that meets the financial needs of the school

- Strengthen connections between ISL and local educational, political, and social ~~people~~ elites. ~~(Wording okay?)~~

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1. Develop list of top-~~10 to 20100~~ local prospects to be targeted for tours. Timeline:  
~~Continuous process~~~~October board meeting?~~
2. Conduct minimum of four tours per month. Each Board member shall be responsible for ~~5-~~ ~~elite~~ visitors per fiscal year. Monthly report to Board on tours conducted.
3. Define a Process for follow up on tours, including a previsit form~~Action step re follow-up to the tours?~~
4. August review Annual~~November~~ development plan

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## GOAL 2

Increase private and public financial support for the school and lay the groundwork for financial well-being and stability.

### **DISCUSS THIS AT AUGUST RETREAT**

**KEY ISSUE: FINANCES (Financial Committee)**

## GOAL 1

Ensure fiscal responsibility and financial well-being of ISL; ensure positive cash flow and cash reserve by end of fiscal year.

### **Objective 1**

- Develop a multi-year financial plan that addresses this goal.
  1. Monthly report to Board on monthly profit and loss and balance sheet.
  2. Annual report to Board on projected cash reserve for fiscal year. Timeline: October Board meeting
  3. Annual report to Board on updated multi-year financial plan. Timeline: May Board Meeting

## **Governance Committee Meeting**

Sat. 2/16/08, ISL

Committee Members meeting :

Grant Ligon, Committee Chair

Karen Dwyer, Board Member

Pam Stewart, Administration, Marketing and Development

1. Recruitment of New Board Members- We are looking at four specific possible additions in the next 60 days. The Committee is circulating information and making contacts per the nominating process.

The Committee will also determine the status of present Board members whose terms end in May. This will be completed in 1-2 weeks. Gina Warner has submitted a letter of resignation to be presented at the Feb. Board Meeting.

2. Building of Manual.- Administration is being very helpful in compiling the objective data as required by Good Governance in Charter Schools. The Committee will be focused on the subjective items listed as necessary for the manual. The Committee is aiming to get the majority of these tasks in the manual by May 2008

- 3 Scheduling Board retreat and developing agenda. Tentative date of June 7 at Karen's office has been discussed.

February 13, 2008

Education Committee of the ISL Board of Trustees

Meeting convened at 1:15 PM; meeting adjourned 3:30 PM

In attendance: Marc Rosenblum, Sean Wilson, Melanie Tennyson, Rosa Alvarado (Lower school assistant principal), Laura Adelman (middle school principal), Karen Dwyer

### **Discussion of IBO Curriculum**

The committee's main business was to address the costs and benefits of adopting the PYP and MYP international baccalaureate curricula.

Advantages to adopting the IBO curriculum:

- The IBO's training program would be useful in light of ISL teacher turnover; the IBO system would offer an ongoing method for training teachers in the IBO's system of inquiry.
- It provides a coherent overarching framework which would assist teachers in making specific curriculum decisions. Academic staff at the school seem universally of the opinion that it offers a high quality approach to curriculum design that meshes well with the school's existing approach/educational philosophy.
- IBO training would offer a number of advantages to our teachers, including portable job skills that they could use after ISL. This may improve our faculty recruitment and retention; teachers may want to stick around longer to receive additional training (though as noted: it also enhances their ability to leave ISL).
- IBO curriculum will become an important part of the ISL "brand," helping us attract and retain competitive students, and also making the school more competitive for some grants.
- PYP and MYP IBO curriculum will be especially important if/when an ISL high school opens and offers the IBO certificate at the high school level.
- Adopting MYP IBO would require more high-quality instruction in first target language, and would force teachers to force students to become more conversant in target language by shifting more class discussion time on to student interaction/inquiry.

Disadvantages:

- There is a consensus that the school would likely abandon its effort to introduce a 3<sup>rd</sup> language in middle school (as well as planned efforts to do more with third language in lower school) if we adopt the IBO curriculum. Laura and Melanie note, however, that the third language in middle school is not working well for the majority of middle school students (or teachers) anyway, and that we should consider abandoning the third language in middle school whether or not we adopt IBO curriculum.
- While the IBO training will help us break in new teachers, the frequent faculty turnover also means that it will be difficult for the school to accomplish the level of training that IBO demands. This will be especially problematic on the French side. Given that the vast majority of our French teachers only stay for one year, we anticipate an imbalance in the level of IBO competence, with many Spanish teachers being trained for the full 3 years IBO offers, but most French teachers leaving after just one year of training. (This is not a strike against IBO per se, because the same pattern will exist with any type of professional development we offer; it is a function of the higher turnover on the French side.)

Other:

- Although current curricula are not far off from what IBO requires, adopting IBO in middle school would probably require more time on health-related curriculum issues as well as greater use of technology, including for the 5<sup>th</sup> grade project (the completion of the PYP program).
- The school would likely need to hire a full-time middle school curriculum person

Bottom line:

Motion: The Education committee recommends that the board provide funding and support for the school to begin the process of becoming IBO-certified in the PYP and MYP curricula.

### **Discussion of high school issues**

#### 1) Placement of current ISL students in high school for the 2009-2010 year

The committee has essentially come full circle in its thinking about a high school. We do not believe the “school within a school” or “shared facilities/academic partnership” model will be viable for the 2009-2010 year. ISL has too few students to offer a partner school for us to expect a partner school to make significant adjustments on our behalf. At the same time, the partnership model does not seem to be a useful step on route to an independent high school. Thus, rather than focus on possible partnerships, the committee believes it should help upper-level ISL students (i.e., current 7<sup>th</sup> graders, possibly 6<sup>th</sup>, 5<sup>th</sup>, etc.) gather information and submit applications to appropriate high schools, while the committee works with parents and others (including those on the independent high school subcommittee of the Education committee) to plan for an independent high school.

To this end, the committee is suspending efforts to meet one-on-one with potential partner institutions, and will instead focus on assembling information packets which will be made available to current 7<sup>th</sup> graders and their families this spring. (Note that 7<sup>th</sup> grade I-LEAP scores are the basis upon which high schools make admissions decisions.) Laura Adelman will be in charge of assembling this information. The school will also consider hosting an open house, at which high schools interested in recruiting ISL students will have an opportunity to make presentations to ISL families and provide application materials.

#### 2) Plans for an independent high school

The committee continues to confront a catch-22: it’s difficult to make concrete plans for a high school in the absence of more detailed information about a possible facility, but the absence of concrete plans also hinders our ability to compete for a possible facility.

The committee believes the prudent course is to proceed with planning to the degree possible based on the assumption that a facility will eventually become available. In particular, the committee will begin preparing a document that outlines plans for an independent high school so that if and when a building becomes available we are ready to take advantage of the opportunity. The preparation of this planning document serves at least three purposes: 1) it improves the

school's ability to compete for a facility by demonstrating to RSD, BESE, and/or others that we are prepared to take advantage of a facility and could use the facility to actually produce a successful high school; 2) doing this planning work in advance shortens the timeline necessary to move from acquiring a facility to actually opening a school; 3) preparing this planning document may also help the school compete for grants and/or assist in any hiring the school does related to high school planning.

The planning document is being prepared by the Independent High School Subcommittee, with input from the Education Committee, and will consist of the following elements:

- Vision statement: this will be based on ISL mission/current charter. Marc Rosenblum will prepare some text for discussion at next Subcommittee and Education committee meetings
- High school curriculum: Laura Adelman has prepared a first draft of this section; will be discussed at next education committee meeting.
- Admissions policies: Requires a conversation about possible charter revisions. Current charter prohibits annual growth by more than 120%
- Facilities needs: Jane Murdock (ISL parent and member of the Independent High School Subcommittee) has initiated some conversations with Stacy Head about possible high school's close to current location. The committee would benefit from further conversation with Rico and Board's facilities committee, among others, with respect to how to go about securing a facility.
- Financial statement/business plan: Sean estimates that it would cost roughly \$1.3 million to operate a high school for 150 students, including \$20,000/month for rent. We would expect to receive about \$1 million in state MFP funding, leaving a \$300,000 shortfall for a school that size. The shortfall would be much larger for a school consisting entirely of incoming ISL graduates (20 students or so)—which would cost about \$1 million, and would leave a shortfall of close to \$900,000.
- Market research: Nicole Ortloff (ISL parent and member of the Independent High School Subcommittee) is working on this section; will be discussed at next education committee meeting.

### **Education Committee follow-up on Strategic Plan**

The education committee has met most of the deadlines announced in August as part of the strategic plan, including the following:

- Planning/discussion of ISL high school scenarios: began on schedule in September recommendations to board and meetings with ISL community in December and January also occurred on schedule
- Planning with respect to IBO curriculum: recommendation being made this month, one month behind schedule
- Planning with respect to School Improvement Plan: reported to board in October that this document will be prepared by end of school year.
- Report on school's admissions policies: reported to board in January

The following objectives were not accomplished on their planned timeline; updated timeline noted below

- Report on partnerships with research and university communities: originally scheduled for February; will be reported in March
- Report on grade level/language attrition rates: originally scheduled for October; will be reported in May following receipt of re-enrollment data

The following objectives are scheduled for completion later this year:

- Assessment tool for language proficiency (due in April)
- Review of K-8 curriculum (due in June)
- Review and assess LEAP performance (due in June)
- Review of Pupil Progression Plan (due in August)

The mission of the **International School of Louisiana** is to provide a challenging education emphasizing French or Spanish language immersion, international awareness, the celebration of diversity and community responsibility.

## ***Committee to Board Report***

**To:** President  
**From:** Finance Committee  
**Committee Chair:** Karen Dwyer  
**Date:** 2/13/08

**Date of last meeting:** 1/9/08

**Members Present:** Karen Dwyer (Board Member), Gary Picou (Committee Member), Sean Wilson (Head of School), Pam Stewart (Guest- ISL staff), Aviva (Guest- ISL staff)

### **Summary of Committee Meeting:**

1. As announced at last Board Meeting there will be no Financial Statement Presentation for Jan due to the conversion process for our accounting software.
2. Gary Picou our new committee member was present – he was taken on a tour of the school and we had a brief discussion of the school and the finances in general to bring him up to date on current events.
3. Pam presented updated Grants Worksheet.
4. Old Business –
  - A.) Gary offered to assist with an asset management analysis, instead of just investing in CD's or Money Market Accounts.
  - B.) First Draft of Policy & Procedure Manual has been done. There will be an on going process to continually update it.
  - C.) Costs estimates to complete the renovation of the cottage are being collected. The first estimate was estimated at roughly \$150./sq ft. which would be about \$285,000.
5. New Business: The Finance Committee working in conjunction with the Academic committee would like to support ISL's application submission for the IB PYP and MYP Programs. It is our understanding that the fees for the applications are \$7,000 a piece and that the cost associated with the initial training need for the programs will be approximately **\$25,000.00**.

The Committee at this time would like to make a recommendation that we adopt a budget change to add as an additional item of expense **\$39,000.00**, to cover the cost of the 2 applications and trainings. The committee feels the remaining budget for the year will be sufficient to cover the additional expense since ISL has received 2 large unbudgeted Grants that will cover expenses that were in the initial budget.

In addition Pam will research the grant possibilities that may be available to supplement or cover these costs.

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**Votes Taken:** None

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**Upcoming Events: Finance Committee Meeting Normally Set the 2<sup>nd</sup> Wed of each month at 8:30 AM**

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**Date of Next Committee Meeting: March 12th, 2008 8:30 AM at ISL**



### FUNDRAISING WORKSHEET 2007-08

Name of Grant	Grant Type	Purpose/Use	Applied/Goal	Budgeted	Awarded	Received To-Date	Anticipated Receivable	In-Kind Value Received	Notes
Arts Council of New Orleans	Competitive	Steel Drum School Band	\$5,000	----	\$2,694	\$2,021	\$674		Contracted 11/26
Baptist Community Ministries	Competitive	Curriculum Mapping	\$25,000	----	\$15,000	\$15,000			Contracted 9/14
CAFA	Competitive	French Teaching Materials	\$250	----	\$250	\$250			
Entergy/Nike/Global Green	Competitive	Solar Schools/Renovations	\$350,000	----	\$350,000		\$350,000		Building Inspection 11/30
Global Green	Competitive	Renovations	\$75,000	\$75,000	\$75,000		\$75,000		Granted 10/5
LANO - Enterprise Development Program	Competitive	Unrestricted	\$2,000	---	\$2,000	\$2,000			
<b>COMPETITIVE GRANTS SUB-TOTAL</b>			<b>\$457,250</b>	<b>\$75,000</b>	<b>\$444,944</b>	<b>\$19,271</b>	<b>\$425,674</b>		
Annual Fund 07-08	Donor/Event	General Operating	\$30,000	\$30,000	\$43,066	\$43,066			Inc \$17,000 (Bridgewater), \$2,500 (Entergy), \$5,000 (Capital One)
Barnes & Noble Booksellers	Donor/Event	General Operating	\$2,500	----					Spring
ISL Fest - FTCO	Donor/Event	General Operating	\$25,000	\$25,000	\$17,319	\$17,319			ISL Fest 11/3
Refrigerator Art	Donor/Event	General Operating	\$25,000	\$25,000					Spring
<b>DONOR/EVENT SUB-TOTAL</b>			<b>\$82,500</b>	<b>\$80,000</b>	<b>\$60,385</b>	<b>\$60,385</b>			
LA. Department of the Humanities 2007	In-Kind	Prime-Time Bilingual Reading Initiative						\$8,500	Program October - November
MIT-Sloan Fellowship	In-Kind	Cottage Renovation						\$10,000	Completed
Sunlife Financial	In-Kind	Shed - Labor						\$4,000	Completed
Tulane - Cowan Institute	In-Kind	Fellowship to build community volunteer program						\$5,000	In-Process
Youth Empowerment Services	In-Kind	Cleaning Labor						\$1,500	Completed
<b>IN-KIND SUB-TOTAL</b>								<b>\$29,000</b>	
<b>FUNDRAISING SUB-TOTAL</b>			<b>\$539,750</b>	<b>\$155,000</b>	<b>\$505,329</b>	<b>\$79,655</b>	<b>\$425,674</b>	<b>\$29,000</b>	

International School of Louisiana  
Board of Trustees

Marketing & Development Committee

Meeting Minutes  
February 12, 2008

Present:

Scott Aiges, chair  
Karen Dwyer  
Sean Wilson  
Pam Stewart

1. Committee Focus:
  - a. Committee should focus on big-picture fundraising, ie “major gifts”
  - b. Not duplicate efforts of staff marketing/development person (Pam), FTCO, Refrigerator Art committee or others
  - c. Develop contacts and strategic partners
  - d. Utilize Refrigerator Art list of “cool advisors” for prospects
2. French Consul General
  - a. Has met with committee chair, board president, executive director, principal
  - b. Meeting with board officers
  - c. Will present to executive committee
  - d. Potential partnership for high school
    - i. Funding
    - ii. French American Baccalaureate option
    - iii. Aim of drafting a letter of agreement
3. High School
  - a. Currently purview of academic committee
  - b. Will become issue for development committee if and when decisions are made to move forward with high school and what forms it will take
4. New committee member
  - a. Robin Robert, a financial advisor with Axa Advisors
5. Goals for Committee
  - a. Raise awareness among philanthropic, governmental and business communities
  - b. Annual review of school marketing plan
    - i. Pam will present at next committee meeting – March 11, 3 p.m.
  - c. Work with Director of Institutional Advancement (Pam) to implement marketing plan
    - i. In process
  - d. Strengthen ties to education, political and social elites
    - i. Steps:
    - ii. Develop list of 100 prospects for tours

1. change to 10-20 prospects
  2. start with Refrigerator Art “cool advisors”
- iii. Four tours per month
  1. in process
- iv. Each board member responsible for bringing in tour participants
  1. 5 good contacts per year per board member
- v. Monthly report to board on progress
  1. in process
- vi. Action steps to follow up after tours
  1. Need to develop
    - a. Hand-written note of thanks from person who invited
    - b. Collect their data
    - c. Focus on reason why that person was invited
      - i. Potential committee member?
      - ii. Potential board member?
      - iii. Provider of professional services?
      - iv. Funds?
    - d. Create pre-visit info list
    - e. Tailor packages to their interests
- vii. November development plan
  1. Write a long-term plan with LANO
  2. Update every January
  3. Each committee presents plan at August meeting
- e. Increase private and public financial support for school
  - i. Discuss at August board meeting