



MINUTES for the Meeting of the Gateway Public Schools Board of Trustees  
Wednesday October 26, 2022, 5:00 - 7:00 PM  
Gateway High School Impact Lab

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**Board Members Present:** Therese Arsenault, Sapna Boze, Sara Byrne, Dan Carr, Mark Felton, Sharon Gillenwater, Susan Masto, Harper Matheson, Gale Mondry, Elizabeth A. Morrison, Molly Orner, Kevin Rafter, Joel Rangel, Dina To, Valerie Toler

**Board Members Excused:** Cynthia Billops, Elizabeth Colen, Katie Colley, Scott Roberts, Laura Spivy

**Also present:** Danielle Ciccarelli, Chris Hero, Sharon Olken, Aaron Watson

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**Welcome and Announcements**

Kevin called the meeting to order at 5:10. He reminded Trustees that there is no meeting in December. The holiday party is December 15th, 5:30pm.

For the land and ancestor acknowledgement, Kevin shared staff book recommendations to honor Hispanic Heritage month.

**Approval of Minutes from September 21, 2022**

The board reviewed the meeting minutes from September 21, 2022. Susan Masto motioned to approve the minutes. The minutes were approved unanimously, without issue.

**Public Forum**

The floor was opened for the public forum. No further discussions or motions were introduced.

**Mission Moment**

Kevin gave the floor to Sharon Olken for the Mission Moment. Sharon shared "What's in a Name" quotes from Facing History and Ourselves, an organization that looks at history through the lens of human behavior, providing a personal and reflective view. Beginning meetings with a discussion that is identity surfacing provides insight into who we are and what we bring to the table. Everyone then gathered in groups of 4, introduced themselves and talked about their name, perhaps being inspired by the quotes.

**Development Update**

Sharon Olken gave the development report. The Matters of the Mind event, with W. Kamau Bell and Kate Schatz, raised \$366,121 gross with 236 guests attending; matching gifts continue to come in. The Tamales and Beer Tasting event at City Beer Store was a lot of fun and raised over \$5,000. A great group of alumni were in attendance, people who want to stay involved. Thank you to Harper, Dan, Kevin and Sharon for organizing and promoting this event. The 2021/22 Gateway Impact Report went out, and the development team is getting ready to send out the End of Year Appeal in early November. The EOY appeal campaign runs through January 13. Trustees can support the effort by writing notes. Dream Big Magic includes a series of events for the Sharon Olken Departure Tour, 25th Anniversary Celebration planning, corporate engagement, grants.

**Executive Director's Report** Kevin gave the floor to Sharon Olken for the Executive Director's Report. Sharon reviewed her 2022/23 objectives with the board, which are:

- **Preparing for the ED Transition**



- Supporting Gateway's leadership team as they take on increased responsibility
- Relationships - strengthen key external relationships
- Organizational Development and Documentation - review current organizational structures and resources with an eye toward the future.
- **Supporting Gateway's People**
  - Gateway's Strategic Team - foster increased collaboration, and sharpen our shared understanding of our role in supporting the development of a race equity culture at Gateway.
- **School Advancement and Support**
  - Leadership Support and Development - Working with the Director of Schools and Partnerships, support Gateway's school leaders, their ongoing growth, and the development of their teams.
- **Financial Sustainability and Revenue Growth**
  - Dream Big Plan - implement the Dream Big Plan to raise an additional \$1 million annually by 2025
  - Board development - Working with the Committee on Trustees, lead and support efforts to diversify our board, broaden trustee networks, and increase family/alumni participation on board.
- **Race Equity Culture and Anti-Racism** - Collaborate with school leaders and lead efforts to build a race equity culture at Gateway including personal/professional learning, data gathering and analysis, and policy/process changes.
- **Education and Community Leadership** - Proactively develop relationships with key local and statewide education, political and community leaders in order to position Gateway as a model school and collaborator.

Sharon asked Aaron Watson, Director of Schools and Partnerships, and Chris Hero, Chief Operating Officer, to talk about things they have taken on in the transition.

Aaron is supporting school leaders to implement plans to address school goals for instruction and culture and community building as we "rebound" from the pandemic; Supporting school leaders, enrollment director, and school teams to respond to changes in enrollment and attendance, address social-emotional and mental health needs, and continue efforts to sustain our staff; Supporting Directors of Gateway Induction and Gateway Impact to develop and expand programming and partnerships to grow Gateway's impact in the broader educational community.

Chris is supporting our Non-teaching Employees by developing the Career Growth Model, the Gateway system that provides a transparent support structure around an employee's path to growing both their impact and compensation over time. Includes: 1) Annual objective setting and reviews, 2) Long-term career growth plan, and 3) Compensation setting and growth guidelines. After a year of extensive collaboration and feedback sessions with employees, The annual objective setting tool has been implemented, we are starting a pilot of the growth plan with 3-4 employees, and the compensation guidelines will be completed by end of year. Full launch of CGM next year.

Chris is also working on several important data projects: We have launched our anti-racist/equity data collection of employee demographic information, charter renewal data requirements, and new HR personnel database/system



Trustees engaged in discussions around what stands out for them and what they think is important. They remarked that they are happy to see that the ED transition and maintaining external relationships are at the top of the ED objectives, emphasizing stability. It was remarked that Sharon should take time to enjoy her last year as Executive Director at Gateway.

**Search Committee Update**

Kevin thanked Sharon and gave the floor to Mark Felton for the ED Search Committee update. Mark reviewed Edgility's discovery process findings. Edgility has been focused on information gathering to understand the organization, determine the specifics of the ED role, and gather input. They conducted a series of conversations with school leaders and stakeholders. Edgility asked what are Gateway's greatest strengths as well as the biggest areas of improvement. Families had the opportunity to attend a town hall and participate in a survey, which was well received. The process revealed the importance of communicating the ED role to families. The Search Committee will send the job description to trustees for comments within a week, and the search will begin in November.

**Trustee Recruitment Strategy**

Sharon Gillenwater discussed the Committee On Trustees' strategy for the year. They have been in heavy recruiting mode as the board did not recruit during covid but used the time to do in-depth interviews with trustees. 2022-23 objectives are to onboard 4-6 new trustees, increase BIPOC and first generation representation as well as gender diversity. Bolster financial sustainability by broadening the reach of trustees' networks; increase family and alumni representation. Sharon reviewed current composition compared to 5 years ago. She then reviewed the trustee criteria list, and reviewed next steps.

**Finance Update**

Kevin thanked Sharon and gave the floor to Chris Hero for the Finance Update. He began with an update on state funding, which includes a new one-time funding grant of \$845,000 which can be spent over the next 5 years. Additional state funds include:

- \$500k - Incremental increase in recurring LCFF funding (hitting total increase of 13.4%!)
- \$500k - "Hold Harmless", recovery of ADA funding lost last year due to pandemic
- \$500k - One-time funding grant, unrestricted in use
- \$845k - One-time funding grant, restricted to new costs of extra student supports

We will be working with organization leaders on how to best utilize the \$500k of unrestricted one-time funding this year, and we will analyze the usage of the LCFF increase and restricted one-time through our normal budget process, while considering organizational priorities and long-term sustainability.

He reviewed the FY23 Forecast and the Board Designated Investment Updates. The audit is nearly complete and we will have draft financial statements next month. Robin Brinckerhoff has joined the investment committee. We will soon launch a pilot of CGM.

**Adjourn Meeting** Kevin adjourned the meeting at 7:05pm.

Signed: \_\_\_\_\_ Date: 11/29/2022

  
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 Susan Masto, Board Secretary