

**Board of Trustees  
Meeting Minutes  
August 26, 2025**

**Members Present:**

Erin Albright  
Laurie Anderson- Smith  
Kemba Hendrix  
Schuyler Malachi  
Sterling Ward  
Shamera Wilkins  
Brittany Wood

**Members Absent:**

Terri Sallay  
LaTonia Winston  
Pamela Taylor  
Jennifer Ubiera

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Pamela Merkerson, *Executive Director of Talent*  
Rosee Ragin, *Executive Director of Student Support Services*  
Kristin Yochum, *Executive Director of Operations*  
Lanette Bacchus, *Director of Leadership Development*  
Avisé Hayes, *Director of Academics and Accountability*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

Ms. Hendrix called the meeting to order at 6:05pm, and the Board collectively recited the mission.

**Approval of Board Meeting Minutes**

Ms. Hendrix invited a motion to approve the June 2025 meeting minutes. Ms. Albright moved to approve; Ms. Wood seconded the motion. A roll call vote was conducted, and all present members voted in favor. The motion passed unanimously.

**Executive Cabinet Updates**

Dr. White provided a comprehensive update to orient the board to the new academic year. Key themes included leadership shifts, academic priorities, enrollment, and strategic alignment. She also emphasized the importance of maintaining instructional continuity and assured the board that knowledge transfer processes were well-managed. Dr. White shared that the full-staff kick-off was the strongest in recent years, with a clear articulation of Paul's instructional priorities, culture systems, and accountability expectations.



Key staff training and development areas included:

- Instructional frameworks
- School-wide culture systems
- Academic data literacy
- Crisis response training in collaboration with external providers

August readiness walkthroughs indicated a high level of preparation across buildings, with positive energy among school-based teams. The board received updates on student experience, including school culture and wellness programming.

#### *Enrollment*

Dr. White reported that Paul was near full enrollment, with a small number of middle school seats remaining open. Targeted outreach continues. She confirmed that high school enrollment is strong, and 9th grade is at capacity.

#### *New Academic Leadership*

With Ms. Spann's departure, a new interim structure was implemented, featuring distributed leadership and a tighter alignment between instruction, culture, and special education. Board members were informed that the team is monitoring closely to ensure smooth collaboration and consistent expectations.

#### *Systems and Structures*

Updated academic walkthrough tools, feedback protocols, and professional development calendars were launched to drive real-time coaching and data analysis.

#### *Key academic system priorities*

- Strengthening Tier 1 instruction through consistent planning and feedback loops
- Real-time progress monitoring and instructional adjustments
- Better integration of RTI and small group structures
- Dr. White also highlighted continued efforts to reduce variance between classrooms and ensure common expectations across departments.

#### *Attendance and Engagement*

Student attendance is a top priority. Chronic absenteeism has been redefined with tighter internal metrics to track students at risk. Intervention plans are tailored to students who were chronically absent last year, and a layered system of check-ins, family engagement, and incentives has been implemented.

#### *Restorative Practices and SEL*

Social-emotional learning and restorative practices continue to be central pillars. Morning meetings and advisory structures are aligned across campuses to build consistent community norms. Paul is also continuing its investment in SEL curriculum and trauma-informed supports.

#### *Facilities and Operations*

Ms. Yochum provided an update on summer facilities projects and school readiness:

- Classrooms and shared spaces were deep-cleaned and repaired.
- HVAC systems were inspected and updated as needed.



- IT systems and tech inventory were updated for both staff and students.
- The board was informed that all buildings passed readiness walkthroughs and were fully operational on the first day of school.

### **Treasurer's Report**

Dr. White provided a brief update on finances, noting that:

- FY25 closed on a strong note, with reserves intact.
- The FY26 budget reflects modest increases in staff compensation and facility investments.
- The board will receive a full finance update at the September meeting.

### **Governance Updates**

Ms. Hendrix reminded board members to complete their annual conflict of interest forms and confirm committee preferences for the new school year. She also noted that board goals for 2025–2026 would be finalized at the September meeting and emphasized the importance of aligning board work with the strategic plan's new pillars.

### **Closing**

Ms. Hendrix thanked board members and staff for their early-year momentum and collaborative spirit. The meeting adjourned at approximately 7:25 PM. The next meeting will be held in person on September 23, 2025.



**Board of Trustees  
Unofficial Meeting Minutes  
September 23, 2025**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Schuyler Malachi  
Terri Sallay  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
Brittany Wood

**Members Absent:**

Laurie Anderson- Smith  
Pamela Taylor  
LaTonia Winston

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

A quorum was confirmed, and Ms. Hendrix called the meeting to order at 6:15pm. The Board collectively recited the mission.

**Approval of Board Meeting Minutes**

Ms. Hendrix invited a motion to approve the August 2025 meeting minutes. Ms. Albright moved to approve the minutes, and Dr. Malachi seconded the motion. A roll call vote was conducted, and all present members voted in favor. The motion passed unanimously.

**CEO's Report**

Dr. White reflected on the start of the school year and the progress made in alignment with the strategic priorities. She acknowledged that the organization is focused on key improvement areas including instructional quality, student attendance, and family engagement. Dr. White provided a summary of recent leadership development work, including the use of the leadership planning models that reflect alignment to the strategic plan's four pillars: Academic Excellence, Student Experience, Family Engagement, and Operational Planning. Next, she shared accountability data- to include attendance and re-enrollment, and high school metrics from SY24-25.

*Accountability Metrics Review*

- Academic Rigor and Readiness: Walkthrough data showed an increase in lesson alignment and instructional tone at the start of the year, compared to the prior year. Dr. White credited early professional development and real-time coaching.

- Attendance: Chronic absenteeism remains an area of concern, particularly for middle school students. Early-year attendance data was shared with year-over-year comparisons. Intervention efforts have begun for students who were chronically absent in the previous school year.
- Behavior and Culture: Fewer Tier 2 and Tier 3 behavior incidents have been logged compared to the same time last year. Dr. White emphasized that the work of the Student Experience team on consistency and proactive systems is showing results.
- Family Engagement: Early data from Back-to-School Nights and family onboarding events showed higher turnout and improved survey scores regarding communication.

As part of the accountability review, Dr. White led a check-in on the broader strategic plan. She reiterated that each leader's work plan is directly aligned with one of the plan's four pillars. Trustees were reminded that the November board meeting will include a full strategic plan progress presentation.

### **Treasurer's Report**

Dr. White provided a brief update on finances, noting that:

- FY26 is tracking as expected for revenue and expenditures.
- No major budgetary variances have been observed in the early months.
- The FY25 audit is underway, and the board will receive a full report during the Q2 finance update.
- Enrollment numbers, while still being finalized, appear close to budget projections and are not expected to impact funding.

### **Board Chair's Report**

Ms. Hendrix facilitated a discussion on finalizing the board's goals for SY2025–2026. The goals were drafted during the June retreat and finalized in collaboration with the Governance Committee.

The three board goals for 2025–2026 are:

- Strategic Alignment: Ensure board oversight is explicitly aligned to the school's strategic plan and accountability metrics.
- Board Engagement: Increase trustee participation in school events, family engagement sessions, and visibility efforts.
- Governance Development: Complete the annual self-assessment cycle, committee realignment, and trustee onboarding.

### **Term Renewals**

Ms. Wood transitioned from a parent trustee, as her scholar graduated. She has agreed to serve an additional 3- year term as a standard board trustee. Mr. Ward moved to approve this term renewal, and Ms. Wilkins seconded the motion. The motion was approved unanimously.

Dr. Malachi will remain a parent trustee and plans to enter an additional term. Ms. Sallay moved to approve her 3-year term renewal, and Mr. Ward seconded the motion. The motion was approved unanimously.

### **Closing**

Ms. Hendrix thanked board members for their thoughtful engagement. The meeting adjourned at approximately 7:38 PM. The next meeting will be held virtually on November 18, 2025.



**Board of Trustees  
Meeting Minutes  
November 18, 2025**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Pamela Redmon (left early, but present for all votes)  
Laurie Anderson- Smith  
Shamera Wilkins  
Brittany Wood (left early, but present for all votes)

**Members Absent:**

Schuyler Malachi  
Terri Sallay  
Jennifer Ubiera  
LaTonia Winston  
Sterling Ward

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

A quorum was confirmed, and Chair Hendrix called the meeting to order at 6:14pm. The Board collectively recited the mission.

**Board Term Renewals**

Ms. Wilkins (Vice Chair) led the term renewal votes due to Ms. Hendrix's recusal. Ms. Hendrix's term renewal was motioned by Ms. Albright and seconded by Ms. Wood. This motion was approved unanimously.

Ms. Winston was not in attendance but had previously confirmed her consent to renewal. Ms. Winston's term renewal was motioned by Ms. Hendrix and Ms. Albright seconded the motion. After a roll call vote, this motion was approved unanimously.

**Approval of Board Meeting Minutes**

Ms. Hendrix invited a motion to approve the September 2025 meeting minutes. Ms. Albright moved to approve the minutes, and Ms. Wilkins and Ms. Wood simultaneously seconded the motion. A roll call vote was conducted, and all present members voted in favor. The motion passed unanimously.

**Executive Session Vote**

The board was asked to vote on holding an executive session during the January 2026 board meeting. Ms. Albright made a motion specifying reasons #10 and #15 under DC Code § 2-575 — to discuss student and personnel matters. Ms. Wilkins seconded the motion, which passed unanimously by roll call, and it was confirmed that the regular January meeting would precede the executive session.

### **CEO's Report**

Dr. White began by reviving a practice from prior years — sharing a “mission moment” at the start of board meetings. She highlighted the success of Paul PCS's dual enrollment program, specifically the 27 students who independently applied to OSSE's dual enrollment opportunities for Spring 2026. Of those, 25 were accepted. Many students are taking multiple college-level courses while simultaneously completing high school requirements, showcasing strong initiative and academic commitment. Dr. White emphasized that this reflects the school's core mission and vision, and added that the dual enrollment pipeline now includes students placed through ATC, OSSE programs, and Paul's own internal CTE programming. Over 50 high school students are engaged in some form of dual credit coursework.

### ***Academic Performance Update***

The Board was presented with an overview of Advisory 1 outcomes, with emphasis on interim assessment data. Dr. White noted promising growth in math across grades but expressed serious concern about literacy and ELA outcomes in middle school, continuing a trend that emerged two years ago. Several key findings were discussed:

- More than 20 middle school students are currently performing at foundational literacy levels and are enrolled in “CODE” — a phonics-based early reading program focusing on letter/sound recognition.
- The DC CAPE data for new student enrollees reveals significant performance gaps, particularly among ELL students in both English and Spanish.
- OSSE alternative assessment eligibility increased substantially: 18 students were approved for the alternate assessment, compared to the usual 1–2 in prior years.
- Paul has launched an initiative called Brain Boost and is working to increase both in-school and at-home academic intervention efforts. Dr. White attributed some of the deficits to learning loss stemming from 2020, particularly among students who were in early elementary school during pandemic closures and did not learn to read during critical developmental years.

### ***School Climate and Student Experience***

Dr. White reported that student behavior and school culture are strong. There has been a marked decline in infractions such as cell phone misuse, AirPods, and uniform violations. However, the school continues to confront challenges with tardiness, often linked to students visiting nearby fast-food restaurants like McDonald's in the mornings.

The major disciplinary issue in high school has shifted from violence to marijuana use and possession, specifically via vape pens. When students are found in possession or suspected of use, the response includes both disciplinary consequences and required therapeutic intervention for substance abuse support.

### ***Attendance***

Current attendance data was described as exceptionally strong. Paul PCS has:

- 95% in-seat attendance in middle school
- 92% in-seat attendance in high school
- Chronic absenteeism rates around 21%, with middle school being lower than high school
- Truancy rates at 1–2%

Paul participates in a data-sharing consortium, and its attendance rates are among the highest in the sector. Attendance is monitored weekly across multiple internal meeting structures, and the school intends to develop a future presentation model to share its successful practices at educational conferences.

### ***Looking Ahead***

Dr. White previewed that DC School Report Card data and ASPIRE assessment data would be shared at the January board meeting. She acknowledged that the ASPIRE accountability system has posed implementation challenges due to timeline misalignment between OSSE and the DC Public Charter School Board.

### **Treasurer's Report**

Dr. White shared that the school continues to be in a strong financial position, meeting and exceeding all key performance indicator thresholds, including:

- A debt service coverage ratio of nearly 3.0, well above the required 1.15
- Cash on hand exceeding 60 days
- A strong forecast with positive net income for FY26

### ***Highlights:***

- Paul PCS received a \$1.1M check from the IRS in addition to the \$1.2M already received as part of the Employee Retention Credit, a federal COVID-era tax credit for organizations that maintained staffing levels.
- Unexpected but timely, these funds will help offset projected budget cuts for FY27 and rising personnel costs, including teacher salaries.
- A grant for \$110K (Perkins grant for CTE) was omitted from the original forecast but has been added, improving the FY26 outlook.
- Budget pressures continue due to DC-wide funding challenges and an anomaly in at-risk student funding caused by errors in OSSE/DHS data sync, resulting in a \$130K funding loss that Paul is advocating to reverse.
- Audit findings were clean once again, and the audit report will be finalized shortly.
- Paul is preparing to renegotiate its \$16M construction loan in approximately two years. While the current interest rate is favorable (~3%), the debt service coverage ratio clause is restrictive, and leadership hopes to negotiate for more flexibility in the future.

### **New Business**

Board Members were reminded to revisit the updated Board Goals, especially the addition of the new strategic plan oversight goal. Ms. Albright shared that she and Ms. Ubiera have been updating several key governance documents, including the Trustee Agreement and Orientation Handbook, in preparation for review and feedback from the full board in January. Board Members will be asked to reflect on their onboarding experience and suggest improvements for incoming members.

### **Closing**

The meeting adjourned at approximately 6:51 PM. The next meeting will be held virtually on January 27, 2025.



**Board of Trustees  
Draft Meeting Minutes  
January 27, 2026**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Schuyler Malachi  
Pamela Redmon  
Laurie Anderson- Smith  
Jennifer Ubiera  
Shamera Wilkins  
Brittany Wood

**Members Absent:**

Terri Sallay  
LaTonia Winston  
Sterling Ward

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

A quorum was confirmed, and Chair Hendrix called the meeting to order at 6:07pm. The Board collectively recited the mission.

**Approval of Board Meeting Minutes**

Ms. Hendrix invited a motion to approve the November 2025 meeting minutes. Ms. Albright moved to approve the minutes, and Ms. Wilkins seconded the motion. The motion passed after a roll call vote was held, and all voting members voted in favor except Ms. Ubiera, who abstained since she was not present during the November meeting.

**CEO's Report**

***Academic Performance Update***

Dr. White walked through MAP data across all grade bands:

*Middle School*

- **ELA:** Grades 5, 6, and 8 met or exceeded growth targets; Grade 7 did not meet its target and is receiving additional supports.
- **Math:** Grades 5, 7, and 8 exceeded targets; Grade 6 showed growth but did not meet benchmarks.

### *High School*

- **ELA:**
  - Grade 9 met its target (growth from 33% to 38% percentile), though overall proficiency remains low.
  - Grade 10 exceeded targets with strong growth.
- **Math:**
  - Grade 9 (Algebra) improved but did not meet the goal.
  - Grade 10 (Geometry) exceeded expectations.

### ***Enrollment***

The Board reviewed updated **My School DC** application figures:

- **High School:** 153 total applicants; more students ranking Paul in their top 3 compared to last year (70 vs. 67)
- **Middle School:** Grade 5 applications are up; Grade 6 applications are lower than last year and flagged as an area of concern
- **Note:** Students apply for Grades 9 and 10 only; Grades 11–12 are closed for external applicants

Re-enrollment strategy remains a key focus to offset lower Grade 6 demand. Dr. White noted that city-wide enrollment patterns are trending down due to demographic shifts.

### ***Attendance***

Dr. White provided an update on attendance and chronic absenteeism.

- Virtual Learning Attendance (January): ~90%
- Chronic Absenteeism Goals:
  - Middle School: <20%
  - High School: <30%
- Challenges Persisting: 9th and 10th grade students have the highest absenteeism rates.

### **Treasurer's Report**

Dr. White provided an update on Paul's financial position, noting a very strong fiscal standing. She reported that the school currently has approximately 300 days of cash on hand, significantly exceeding required thresholds, and that the debt service coverage ratio stands at 3.78, well above the minimum requirement of 1.15. Dr. White shared that the school is forecasting a positive net income for FY26 and recently completed a clean annual audit with no findings.

She also noted several favorable revenue developments that have strengthened the school's financial outlook. These include the receipt of a teacher block grant that was not originally included



in the budget, as well as approximately \$110,000 in additional funding through a Perkins Career and Technical Education grant. That these funds have been incorporated into the updated forecast and further support the school's financial stability.

With respect to investments, Dr. White shared that interest earnings from the school's Common Fund investment account, which holds approximately \$4 million, have declined due to broader market conditions. As a result, leadership is reviewing assumptions related to investment income as part of future budget planning. Looking ahead, she noted that the administration is also beginning to consider longer-term financial planning strategies, including potential adjustments to how investment income is forecasted and the possibility of renegotiating the school's debt service terms when refinancing becomes available in approximately two years.

### **Strategic Plan Update**

Dr. White shared that the executive team held a full-day strategy retreat with consultants. Progress updates on the current plan and refreshed goals for SY26–27 will be formally presented at the March 2026 board meeting.

### **Board Term Renewal**

Ms. Redmon's 3- year term renewal was motioned by Ms. Wilkins and seconded by Ms. Wood, Dr. Malachi, and Ms. Albright. This motion was approved unanimously.

### **Closing**

The meeting adjourned at approximately 6:49 PM. The next meeting will be held virtually on March 24, 2026.