

Broome Street Academy Charter High School

A regular meeting of the Board of Trustees was held in person and by video conference.

Date: Tuesday, December 16, 2025

Notice of the meeting was duly given to members of the Board and the public.

Trustees in attendance: Cathy Aquila, Lauren Blum, Stephanie Durden Barfield, Katie Jaxheimer Agarwal, Jeff Katzin, William Murdock, Susan Notkin, Lynn Schnurnberger, Alexandra Wood and David Zurndorfer.

Also present: Lynnette Ford (Head of School), Jill Glassbrook (Future Leaders Incubator), Cameyia Letts (minutes), Kelsey Louie (CEO), Christina Natividad Pagan (Managing Director of Data and Evaluation), and Felicia Rowe.

The meeting was called to order at 5:00 PM

Approval of the Minutes

The Board voted to approve the minutes of the November 18, 2025 meeting.

Charter Renewal Recap

Kelsey Louie, CEO, provided an update on the December 4, 2025 SUNY site visit and the status of the charter renewal process.

School leadership, board members, and consultants met regularly to plan for the site review. Preparation efforts included strengthening professional development cycles, conducting staff assessment and feedback, completing a mock site visit, and implementing strategies to improve instructional quality, lesson planning, and coaching support for teaching staff. Jill Glassbrook of *Future Leaders Incubator* led the development of a turnaround plan addressing key areas identified in prior SUNY feedback.

On December 4, SUNY conducted classroom observations, met with school leadership, and held a closeout meeting. Topics discussed included attendance, lesson planning, coordination of services with The Door, school leadership, and the implementation of the turnaround plan.

Lynnette Ford, *Head of School*, Ms. Glassbrook and Mr. Louie presented aligned qualitative and quantitative data demonstrating the impact of instructional and operational interventions. Attendance data was shared, and it was noted that strengthened systems and processes would support improved monitoring and progress toward school goals.

SUNY acknowledged areas requiring continued improvement, particularly in instructional leadership, while also noting progress in foundational practices. Ms. Glassbrook shared that

observed improvements were a direct result of the turnaround plan and that implementation efforts will continue to build over time.

Additionally, documents were submitted in conjunction with the site visit.

Mr. Louie emphasized that transparent communication with SUNY, submission of requested materials that reflected improved systems and processes, teacher training and coaching, small but concrete and observable improvements in classroom instruction, school safety measures, board engagement in the renewal application, the turnaround plan, and coordinated collaboration among all parties contributed positively to the renewal process. Mr. Louie extended special thanks to Stephanie Durden Barfield, David Zurndorfer, and Jeff Katzin for their additional leadership and support. Mr. Katzin also recognized the collaborative efforts of Ms. Ford and Mr. Louie, as well as Ms. Glassbrook.

SUNY will issue a final decision and provide additional written feedback within the next week.

Based on feedback from consultants, continued skill development for teaching staff remains a priority. Leadership noted that current teachers are committed to growth, and the turnaround plan includes ongoing professional development and continuous assessment to support instructional improvement.

Turnaround Plan

Ms. Glassbrook provided an overview of the turnaround plan and an update on implementation progress to date.

Overview

The turnaround plan is structured in three phases through the end of the school year. The initial phase focuses on rapid stabilization, while subsequent phases will incorporate learnings from Phase One to ensure sustainable, long-term improvement.

- Phase 1: Stabilization of Conditions for Learning (December 1 - February 7)
 - Focus areas include Teaching and Learning, Operations, and School Culture
- Phase 2: Rigor, Alignment, and Engagement (February 10 – March 28)
- Phase 3: Responsive, Data-Driven Instruction (April 1 – June 20)

Accountability and Data-Driven Decision Making

Ms. Glassbrook emphasized that the successful implementation of the turnaround plan requires increased accountability and transparent reporting. Several tools have been launched to strengthen data accuracy and instructional monitoring.

- Attendance Triangulation and Reconciliation (launched November 27)
 - Implemented across all periods classrooms to align teacher-entered attendance (SIS), manual headcounts, and swipe/entry data (CASS).
- Academic Indicators Walkthrough (launched December 5)
 - Conducted twice daily in every classroom to assess student cognitive engagement and identify classrooms not yet aligned with rigorous instructional expectations.

- School Readiness and Culture Sweep (launched December 8)
 - Conducted three times daily to assess readiness for learning, adult presence, and preservation of instructional time.
- Objective Visibility Tracker (launched December 15)
 - Conducted daily across all content areas to assess whether lesson objectives are visible, coherent, and student-facing
- Lesson Plan Submission and Self-Check (December 17 launch)
 - Implemented weekly across all content areas to support engaging and rigorous instruction. Leadership coaching is focused on planning quality, and lesson plans are designed to be adaptable for substitute coverage.

Phase One establishes stability by aligning attendance systems, culture readiness, instructional execution, and planning visibility into actionable feedback loops. Phase Two will focus on rigor, academic discourse, and engagement through co-teaching models, assessment practices, and intervention cycles.

The Board briefly discussed strategies to recruit and retain strong teaching staff, including inter-classroom observations, use of classroom video for professional learning, and targeted instructional training intensives.

Mr. Louie noted that while the Turnaround Plan primarily addresses classroom instruction, additional operational considerations will continue to be reviewed to support broader schoolwide improvement.

Update on Recruitment

Mr. Louie provided an update on recruitment and enrollment efforts, which have continued throughout the charter renewal process.

Recruitment efforts remain ongoing. School leadership and board members have met to discuss both short- and long-term recruitment and enrollment strategies. A year-long calendar of recruitment activities details various activities during the recruitment cycle.

Current work includes reviewing enrollment metrics and data trends, assessing the effectiveness and impact of recruitment consultants, benchmarking strategies used by peer schools, reviewing the feeder school relationships, and identifying opportunities to strengthen student retention.

Mr. Louie also noted ongoing efforts related to branding and reputation, including exploring ways to strengthen the relationship between The Door and Broome Street Academy to support recruitment and retention goals.

Update on Data

Mr. Louie provided an update on recent work related to the BSA Data Dashboard.

Christina Natividad Pagan, Managing Director of Data and Evaluation, Katie Jaxheimer Agarwal, and Stephanie Durden Barfield held an initial meeting to review the dashboard and discuss next steps. The group will continue to meet regularly now that the Turnaround Plan is in place. Revisions based on feedback from the previous board presentation will be incorporated into future dashboard iterations. In collaboration with Ms. Glassbrook, the team will work to ensure alignment between the Turnaround Plan and dashboard metrics, with a focus on data reliability and consistency.

Mr. Louie shared that multiple dashboards may be developed to support different audiences, including management dashboards, committee-level dashboards, and a master Board dashboard. This scaffolded approach will support analysis at varying levels of detail and strengthen accessibility for multiple stakeholders.

The meeting was adjourned at 6:22 pm.