



Arizona School for the Arts  
 Executive Committee Meeting Minutes  
 Wednesday, August 11, 2021 at 8:00 a.m.  
 Main Building, Large Conference Room or  
Zoom Meeting: 833 9042 1002 Passcode: 963466

Attendance (voting Members in bold)					
Dr. Anthony (Tony) Dietz, President	P	Carlos Contreras, Vice President	A	Dr. David Garcia, Secretary/ Treasurer	<b>P</b>
Dr. Javier Cárdenas, Past President/RDC Chair	P	John Snider, FIC Chair	P	Leah Fregulia, Head of School/ CEO	<b>P</b>

Agenda Items
Consideration of mask policy and executive order becoming law on Sept 29 <sup>th</sup> .
Next steps with DE&I strategic plan and scope of work to be presented to Board in August <ul style="list-style-type: none"> <li>Budget impact</li> <li>Equity Team composition and structure</li> <li>Training from 4:30 – 6:30 on Sept 21<sup>st</sup> with board of directors, senior leadership team and equity team</li> </ul>
Campus site development
<b>August Annual Meeting Agenda</b> <ul style="list-style-type: none"> <li>Call to the Public</li> <li>Mission Moment               <ul style="list-style-type: none"> <li>Presentation of ASA's DEI Strategic Goals &amp; Work Plan – Leah Fregulia &amp; Linda Walton</li> </ul> </li> <li>Board Informational Presentations               <ul style="list-style-type: none"> <li>Good Governance/Responsibilities, Conflict of Interest &amp; FERPA – Tony Dietz</li> <li>Board Commitments and Fundraising - Javier Cárdenas &amp; Leslie Religioso</li> <li>Open Meeting Law - Betty Hum</li> <li>Who We Are                   <ul style="list-style-type: none"> <li>Review of Board Demographic Profile</li> <li>Review of Board Matrix of Skills</li> </ul> </li> <li>Review of ASA's Financial Structure, Fiscal Year 2020-21 End of Year Financial Results and Budget for Fiscal Year 2021-22 – John Snider</li> <li>Health and Wellness Council - Javier Cárdenas</li> <li>Sign-up for Board Committees:                   <ul style="list-style-type: none"> <li>Executive Committee – Tony Dietz</li> <li>Governance Committee – Betty Hum</li> <li>Finance Committee – John Snider &amp; Kevin Allen</li> <li>Facilities Committee – Tony Dietz</li> <li>Technology Committee – Heidi Jannenga</li> <li>Resource Development Committee - Javier Cárdenas</li> <li>Ad Hoc Marketing and Communications Council (appointed by the Head of School/CEO) – Allison Otu</li> <li>Ad Hoc Health and Wellness Council (appointed by the Head of School/CEO) - Javier Cárdenas</li> </ul> </li> </ul> </li> <li>Action Items               <ul style="list-style-type: none"> <li>Approval of June 28, 2021 Board of Directors Meeting Minutes</li> </ul> </li> </ul>

- Approval of July 12, 2021 Board of Directors Meeting Minutes
- Approval of August 12, 2021 Board of Directors Meeting Minutes

The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

## Notes

Board President Dr, Tony Dietz called the meeting to order at 8:03 a.m.

Head of School Leah Fregulia shared with the Executive Committee that some school districts have mandated masks despite the law passed in June restricting the school's ability to require masks for in-person instruction. A court case will determine if the law is retroactively in effect or if it is in effect on Sept. 29, 2021, 90 days after the passage of the law. The Committee reviewed current COVID-19 cases and CDC guidelines in preparation for the special Board meeting to be held on August 12, 2021 to determine ASA's mask policy for opening school. Leah also shared the additional option to conduct pooled COVID-19 testing for all students through a free program provided to schools.

Leah then presented a high-level overview of the 3-year DEI strategic plan being finalized now by Linda Walton and the 3-year scope of work she and Melia Dunn presented to Leah and Principal Sara Maline Bohn. The strategic plan and action plan were aligned and based upon last year's external review of ASA's climate, policies, practices and program and the Commitments to Equity adopted by the Board in 2020. The budget impact is roughly \$30,000 - \$35,000 per year for a combination of programs provided by the consultants and The Anti-Defamation League (ADL). The Committee recommended signing a 1-year contract with option to renew based upon performance. Leah recommended that the Board select a board representative to sit on the Equity Team and liaise between the school and Board on critical equity issues.

Tony then requested updates for the two campus site items. Leah shared that we have two companies who will give a proposal for solar shade structures over the band shell and extending north. Leah will share a financial comparison between the two proposals once they are both received. She also shared that we are proceeding with pricing for a mobile unit to be used as a faculty workroom.

Finally, the Executive Committee reviewed the proposed agenda for the August Annual Meeting and assigned themselves roles.

The meeting adjourned at 8:50 a.m.



**Arizona School for the Arts**  
**Executive Committee Minutes**  
**Wednesday, September 8, 2021 at 8:00 a.m.**  
**Main Building, Large Conference Room or**  
**Zoom Meeting: 833 9042 1002 Passcode: 963466**

Attendance (voting Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	<b>P</b>	<b>David Garcia, Vice President</b>	<b>P</b>	<b>Dr. Javier Cárdenas, Past President/RDC Chair</b>	<b>P</b>
<b>John Snider, FIC Chair</b>	<b>P</b>	Leah Fregulia, Head of School/ CEO	P		

Agenda Items
Nominations for Secretary/Treasurer position
DEI Goals, Training and Dashboard
Fundraising Workshop with Jerry Diaz
Board Meeting Timing and Structure
<b>September Meeting Agenda</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment</li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>○ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li><li>▪ Presentation – Jerry Diaz (time?)</li></ul></li><li>○ DEI Goals, Training and dashboard</li></ul></li><li>• Consent Agenda?<ul style="list-style-type: none"><li>○ Finance Committee</li><li>○ Facilities Committee</li><li>○ HOS report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>○ Approval of the August 30, 2021 Board of Directors Meeting Minutes</li><li>○ Approval of the updated COVID-19 Mitigation Plan (?)</li><li>○ Nomination and approval of Secretary/Treasurer to fill remaining one year term</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

<b>Minutes</b>
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Board President Dr. Tony Dietz called the meeting to order at 8:05 a.m.

Tony shared conversations with Board members regarding the open Secretary/Treasurer position on the Executive Committee. He indicated that Allison Otu may have an interest after this year. Leah Fregulia shared that Betty Hum volunteered to accept the nomination to fulfill the remainder of this term ending in June 2021, but not beyond. Leah will verify with Betty and Tony will call for a nomination and approval at the next Board meeting on September 27th.

The Executive Committee spoke briefly about the importance of setting our diversity goals and is looking forward to the training with Dr. Linda Groomes and Melia Dunn on September 21st.

Dr. Javier Cárdenas reported that Jerry Diaz will be doing a second training in September, digging deeper into the tools needed to build Board comfort and skill in cultivating and networking for ASA, building stewardship, and soliciting sponsors for various ASA functions, especially Showcase. It was decided that the September meeting will be fully on Zoom to allow for breakout rooms.

John Snider asked that at our October meeting the Board receives a report about the current academic environment following remote and hybrid learning during the height of the pandemic. Principal Sara Maline will provide a report and talk about any learning lag and make up plans in place.

The meeting ended at 9:00 a.m.



**Arizona School for the Arts**  
**Executive Committee Meeting Minutes**  
**Wednesday, October 6, 2021 at 8:00 a.m.**  
**Zoom Meeting: 833 9042 1002 Passcode: 963466**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	P	<b>David Garcia, Vice President</b>	P	<b>Betty Hum, Secretary/Treasurer</b>	A
<b>Dr. Javier Cárdenas, Past President</b>	P	<b>John Snider</b>	P	<b>Leah Fregulia, Head of School/ CEO</b>	P

Agenda Items
<b>Welcome Betty!</b>
<b>Debrief and Discussion from DEI Training with Linda Groomes and Melia Dunn – Committee Roles and Other Thoughts</b>
<b>Debrief from Fundraising Workshop with Jerry Diaz</b>
<b>Site Planning Status Update – Solar, Portable, Bandshell</b>
<b>October Meeting Agenda</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment<ul style="list-style-type: none"><li>◦ Student Union</li></ul></li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Finance Committee</li><li>◦ Head of School Report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the September 27, 2021 Board of Directors Meeting Minutes</li><li>◦ STANDING ITEM: Approval of the Updated COVID-19 Mitigation Plan</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Notes
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Board President Dr. Tony Dietz called the meeting to order at 8:00 a.m.

Tony invited feedback on the Diversity, Equity and Inclusion training on September 21, 2021 with Dr. Linda Groomes and Melia Dunn. In general, the members of the Executive Committee affirmed that the training was valuable. The policy exercise set a good framework for board level work in which members consider each policy through a lens of how our most vulnerable students are impacted. Also noted the value of the "card" exercise in which participants ranked their identity cards based on how often they thought of the identity on the card during the day (scale of 1-3). David Garcia offered that as long as the Board and each committee had a framework or standard set of questions, the Board could add the equity lens to all elements of board work. They also agreed that the Board needs to get back to its core responsibility of academic achievement and ASA mission. Tony inquired about how the Commitments to Equity and our work is being communicated to the students, faculty and parents. Leah Fregulia shared that in October we are launching our DEI campaign on social media, and including a graphic of our timeline and goals for the year, to be included in the Annual Report and on the ASA website. A letter will also be sent to families and faculty.

Next, the Committee discussed the fundraising workshop with Jerry Diaz at the last Board meeting. They agreed that the time was valuable, but wished the Board had a longer time for discussion. Valuable information included the hope that students could be more present in showing impact and thanking donors. The Resource Development Committee will discuss next steps forward. Some ideas about parent cultivation arose – specifically in Board members knowing who and how to cultivate. John Snider suggested and Leah affirmed that parents will be asked to voluntarily give their place employment and job title during the enrollment period, to help the RDC and the Development Team know who to ask about sponsorships, volunteerism, or company giving.

Leah then shared the plan for solar shade and steps forward. Two focus groups: faculty performing artists and the Facilities Committee would meet to discuss lighting, sounds, projections, etc. and also branding and architectural augmentations for the new shade structure. Tony expressed concern that the proposed escalation rate in energy cost was steep and perhaps could end up costing the school more money in the long run. John offered that the cost of the initial structure and investment (no cost to school) amortized over 20 years was well worth the modest escalation rate. Everyone agreed that ASA should maximize this opportunity to improve the site and align with the masterplan during the design and build process to save costs and make significant improvement to campus in strategic ways (performance space). Leah will share comments from legal counsel on the contract and make sure critical risk assessment is made especially regarding ASA's liabilities for maintenance (needs more definition) and either an out clause or clarity around the consequence if the company goes out of business.

The Committee reviewed the October Board meeting agenda. Leah will add:

1. A Principal's Report – under discussion items that will include
  - a. Academic Achievement data
  - b. Teacher and Principal Evaluation system (re-approval)
2. Executive Session – Personnel

The meeting adjourned at 9:00 a.m.



**Arizona School for the Arts**  
**Executive Committee Meeting Minutes**  
 Wednesday, November 10, 2021 at 8:00 a.m.  
First Watch: 61 W. Thomas Road, Phoenix, AZ 85013

Attendance (Board Members in bold)					
Dr. Anthony (Tony) Dietz, President	P	David Garcia, Vice President	P	Betty Hum, Secretary/Treasurer	P
Dr. Javier Cárdenas, Past President	P	John Snider	P	Leah Fregulia, Head of School/ CEO	P

Agenda Items
Review and Approval of Scout Solar Agreement for Solar Structure and Services
Fair Funding Now - Advocacy
COVID-19 Dashboard
Remote Learning Days
Professional Contracts/Consultants for Change Management
<b>November Meeting Agenda</b> <ul style="list-style-type: none"> <li>• Call to the Public</li> <li>• Mission Moment               <ul style="list-style-type: none"> <li>◦ Mentors</li> </ul> </li> <li>• Board Recognition/Mission Moment               <ul style="list-style-type: none"> <li>◦ Faculty</li> </ul> </li> <li>• Discussion Items               <ul style="list-style-type: none"> <li>◦ Resource Development Committee                   <ul style="list-style-type: none"> <li>▪ Development Dashboard</li> </ul> </li> <li>◦ Finance Committee presentation of audit FY21</li> <li>◦ Facilities Committee</li> </ul> </li> <li>• Consent Agenda               <ul style="list-style-type: none"> <li>◦ Head of School Report</li> </ul> </li> <li>• Action Items               <ul style="list-style-type: none"> <li>◦ Approval of the October 25, 2021 Board of Directors Meeting Minutes</li> <li>◦ STANDING ITEM: Approval of the Updated COVID-19 Mitigation Plan</li> <li>◦ Approval of Audit FY21 (roll call vote)</li> <li>◦ Approval of Solar Agreement with Scout Solar to provide Solar services</li> </ul> </li> </ul>
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Minutes
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COVID-19 Dashboard as of 11/09/2021

Grade	5/6	7/8	MS Subtotal	HS Subtotal	TOTAL ASA
# of Cases	3	0	3	2	5

The meeting began at 8:05 a.m.

President Tony Dietz reviewed the Scout Solar Agreement for installation of a solar shade structure and energy services. The agreement was reviewed by Tony and John Snider and our legal team at Osborn Maledon. Scout Solar accepted the proposed changes to the contract. Tony called for a motion to approve the agreement to be ratified by the Board of Directors in the November meeting. Javier Cárdenas made the motion to approve the agreement and Betty Hum seconded it. It passed unanimously.

John Snider and David Garcia shared that there is a new initiative to revise the school funding formula at the state level, and they will keep the Board apprised when more information becomes available.

The Executive Committee reviewed the Covid-19 Dashboard.

Remote learning days – this item was tabled.

Leah Fregulia is reviewing consultants for Organizational Development and Change Management to work with the school leadership on building school capacity and organizational needs. There will be some budget impact to support the work. John Snider asked that the Finance department provide a three to five year forecast for finances to reflect ASA's operating budget after Federal funds from the pandemic are expended. Leah agreed that a long-term forecast was essential in building sustainable capacity.

The Committee reviewed the meeting agenda for November and added a discussion item to allow time for the Health and Wellness Council to update the Board on any items relevant to the schools Covid-19 mitigation policies.

The meeting concluded at 9:15 a.m.





**Arizona School for the Arts**  
**Executive Committee Meeting Minutes**  
**Thursday, January 6, 2022 at 12:00 p.m.**  
**Zoom Meeting: 892 9014 8734 Passcode: 262121**

Attendance (voting Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	P	<b>Dr. David Garcia, Vice President</b>	P	<b>Betty Hum, Secretary/Treasurer</b>	P
<b>Dr. Javier Cárdenas, Past President</b>	P	<b>John Snider</b>	A	Leah Fregulia, Head of School/CEO	P

Agenda Items
<b>Discussion Items</b> <ul style="list-style-type: none"><li>Health and Wellness Council<ul style="list-style-type: none"><li>New CDC COVID-19 Guidelines</li><li>Update of School and County Conditions in the Face of the Omicron Variant</li><li>Review of the ASA COVID-19 School Mitigation Plan and the ASA COVID-19 Face Covering Policy</li></ul></li></ul>
<b>Action Items</b> <ul style="list-style-type: none"><li>Ratification of the Current COVID-19 School Mitigation Plan OR Approval of Any Revisions or Updates made therein.</li><li>Ratification of the Current COVID-19 Face Covering Policy OR Approval of Any Revisions or Updates made therein.</li></ul>
The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

<b>Minutes</b>
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The meeting began at 12:04 p.m.

Board President Dr. Tony Dietz explained that this was an unscheduled meeting of the Board Executive Committee to consider the school's COVID-19 Mitigation Plan and COVID-19 Student Mask Policy in light of the Omicron variant and the new Center for Disease Control (CDC) isolation guidelines. Any decisions made the Executive Committee would be ratified by the full Board of Directors at the January 31<sup>st</sup> meeting. As this was an Executive Committee meeting, there would be no Call to the Public, but attending parents and faculty were welcome to observe and listen to the discussion.

The ASA Health and Wellness Council (HWC) met yesterday morning and Dr. Javier Cárdenas presented the Council's recommendations as an advisory group made up of healthcare professionals, school administration and faculty representatives focused solely on the physical and mental wellness of the school's students, faculty, and staff.

- The CDC has revised the isolation guidelines for those who become infected with COVID-19 and reduced the isolation period to five (5) days after a positive test result, returning to work or school wearing a mask for a further five (5) days as long as the person is fever-free for 24 hours prior to return without the use of fever reducing medication and has receding symptoms. Further, the CDC no longer recommends requiring a negative test result as a condition for return to work or school, but if a test is required by an employer or school, they recommend the Antigen Test which detects active virus rather than a PCR Test which will show viral particles even after a person is no longer contagious. The quarantine period for unvaccinated individuals with close contact (within 3 feet masked and within 6 feet unmasked) with a COVID-positive person remains five (5) days.
  - The Health and Wellness Council recommends changing the ASA isolation requirement to match the new CDC guidelines with a negative Antigen Test as a condition of return, if

possible. The HWC recognizes Antigen Tests are becoming hard to get, and should not be a bar to students returning to school if they cannot acquire one from the school or by private means.

- Leah Fregulia shared the results of a poll provided to the faculty and staff the previous day; 75% of respondents supported changing to the new CDC guidelines with testing before return.
- At this time Tony asked for a motion to change the current ASA COVID-19 Mitigation Plan to reflect the new isolation recommendation.

Dr. Javier Cárdenas made a motion to reduce the isolation period to five (5) days after positive COVID-19 test result, returning to school wearing a mask, regardless of waiver status, for a further five (5) days as long as the person is fever-free for 24 hours prior to return without the use of fever reducing medicine, has receding symptoms and a negative Antigen Test, if available. The motion was seconded by Betty Hum and passed unanimously without further discussion. [Dietz, Garcia, Hum and Cárdenas voting in favor.]

- The Omicron variant, while not as deadly as the original form of COVID-19, is more infectious. The CDC recommends surgical masks as the most effective against infecting others and KN95/N95 masks as the most effective against getting infected.
  - As with the last discussion about masks in August, the Health and Wellness Council recommends a mask mandate as mandates are effective in reducing the spread of COVID-19.
  - Tony said that the Board adopted the current mask policy – masks are required except for those with a notarized waiver – because of the legal and financial impact it may have had on the school to defy Governor Ducey's Executive Order at the time and asked Leah for an update. Leah explained that the Arizona Supreme Court ruled that prohibiting a mask mandate is not legal, but as of now the Governor could still withhold up to \$400,000 in discretionary COVID-19 mitigation funds if ASA adopts a mask mandate. There is some dispute between the Treasury and the Governor's office if that will happen.
  - Principal Sara Maline Bohn then shared that currently, only 14 students have a waiver on file at the school.
  - As the school has very good compliance, the Executive Committee decided to make no changes to the ASA COVID-19 Student Face Covering Policy at this time.
- Sara shared that, according to the survey, faculty has concerns about the higher-than-average absenteeism among students, averaging 18% rather than the usual 5% since the return to campus on Monday.
  - Dr. David Garcia asked if the HWC discussed moving to remote learning. Javier responded that the bar for going to remote learning is very high and that right now the goal is to keep students in school.
  - Leah shared that 95% of faculty support a 5-day "cool down" to get case numbers back under control should the school need to as was done in the Fall with the 5<sup>th</sup> and 6<sup>th</sup> grades. David asked if that would be an Administration or a Board decision and Leah let him know that if it is targeted to a few specific grade levels it would be an Administration decision, but if it were to be the entire school, that would be a Board decision.

Tony summarized that the Executive Committee did make an adjustment to the Mitigation Plan but the Face Covering Policy will remain unchanged at this time. He then thanked the Health and Wellness Council for their careful consideration of these matters, the faculty and staff for their care of the school and students, and the students and families for working to keep each other healthy. He and Leah also thanked Board Member Dr. Heidi Jannenga for donating 200 KN95 masks to the faculty during the course of the meeting.

The meeting ended at 12:55 p.m.



**Arizona School for the Arts**  
**Executive Committee Meeting Minutes**  
**Wednesday, January 19, 2022 at 8:00 a.m.**  
**Zoom Meeting: 833 9042 1002 Passcode: 963466**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz,</b> President	P	<b>Dr. David Garcia, Vice</b> President	P	<b>Betty Hum,</b> Secretary/Treasurer	P
<b>Dr. Javier Cárdenas, Past</b> President	P	<b>John Snider</b>	P	Leah Fregulia, Head of School/ CEO	P

Agenda Items
<b>Brief School Updates</b> <ul style="list-style-type: none"> <li>COVID-19</li> <li>Around Campus Safety</li> <li>Enrollment</li> <li>FYI Public Records Request</li> </ul>
<b>Officer Slate 2022-2024 – President Elect</b>
<b>Compensation Framework - Information and Questions</b>
<b>Gun Storage Initiative – Marie Thearle, ASA Parent Request</b> <ul style="list-style-type: none"> <li><a href="#">BeSMART Anthem</a></li> </ul>
<b>Graduation Speaker -</b>
<b>Approvals in January – Educator Effectiveness Framework, Cultures of Dignity, School Trip</b>
<b>January Board Meeting Agenda</b> <ul style="list-style-type: none"> <li>Call to the Public</li> <li>Mission Moment <ul style="list-style-type: none"> <li>Showcase 2022 Presentation</li> </ul> </li> <li>Board Recognition</li> <li>Discussion Items <ul style="list-style-type: none"> <li>Resource Development Committee <ul style="list-style-type: none"> <li>Development Dashboard</li> </ul> </li> <li>Health &amp; Wellness Council <ul style="list-style-type: none"> <li>Updated CDC Isolation Guidelines and adaptation into ASA's COVID-19 Mitigation Plan</li> <li>Student Face Covering Policy</li> </ul> </li> <li>Finance Committee</li> <li>Officer Slate 2022-2024 <ul style="list-style-type: none"> <li>President- Elect</li> </ul> </li> </ul> </li> <li>Presentations <ul style="list-style-type: none"> <li>Educator Effectiveness Framework</li> <li>Cultures of Dignity Curriculum</li> </ul> </li> <li>Consent Agenda <ul style="list-style-type: none"> <li>Head of School Report <ul style="list-style-type: none"> <li>Ongoing Public Comment Periods for-- <ul style="list-style-type: none"> <li>Safe Return to In-Person Learning</li> <li>ESSER III Budget</li> </ul> </li> <li>Facilities</li> <li>2022 Guitar Foundation of America National School Summit Trip to Las Vegas, Nevada</li> </ul> </li> </ul> </li> <li>Action Items <ul style="list-style-type: none"> <li>Approval of the November 22, 2021 Board of Directors Meeting Minutes</li> <li>Approval of the December 13, 2021 Board of Directors Meeting Minutes</li> <li>Ratification of the Updated COVID-19 Mitigation Plan</li> <li>Ratification of the Current COVID-19 Student Face Covering Policy</li> <li>Approval of Federal 990</li> </ul> </li> </ul>

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| <ul style="list-style-type: none"><li>○ Nomination and Approval of Dr. David Garcia as Board President-Elect</li><li>○ Approval of Educator Effectiveness Framework</li><li>○ Approval of Cultures of Dignity Curriculum</li><li>○ Approval of 2022 Guitar Foundation of America National School Summit Trip to Las Vegas, Nevada</li></ul> |
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<b>Minutes</b>
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Dr. Tony Dietz began the meeting at 8:00 a.m.

Leah Fregulia shared school updates:

- COVID-19 cases are declining following the 3-day weekend. N95 masks (a total of 500) for teachers have been donated by Betty Hum and Heidi Jannenga.
- The encampment near school on 2<sup>nd</sup> Street has been fully removed by the police.
- Current enrollment as of January 18<sup>th</sup> is 821 students.
- All public schools have received a public records request for suspension and absence data. Legal counsel are working with the reporter and districts to assemble a reply and reduce the scope of the request.

Tony thanked Dr. David Garcia for accepting the position of President Elect to be voted in by the Board in January.

Leah reviewed methodology and draft proposal of a new salary matrix for faculty based upon our market research and current salary structure. This will be reviewed in detail with the Finance Committee and presented to a faculty task force in February. Final Board review and approval will be in March following faculty review.

Tony asked Leah to invite parent Marie Thearle to give a presentation to the Board in February on the BeSMART Anthem about proper gun storage. The Board will consider signing the pledge.

The Executive Committee members will contribute graduation speaker ideas.

Leah briefly reviewed the Educator Effectiveness Framework, Cultures of Dignity and School Trip proposals to be voted on in January.

The meeting ended at 9:00 a.m.



**Arizona School for the Arts**  
**Executive Committee Meeting Minutes**  
**Wednesday, February 9, 2022 at 7:45 a.m.**  
**Zoom Meeting: 833 9042 1002 Passcode: 963466**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz,</b> President	P	<b>David Garcia,</b> Vice President	P	<b>Betty Hum,</b> Secretary/Treasurer	P
<b>Dr. Javier Cárdenas,</b> Past President	P	<b>John Snider</b>	P	Leah Fregulia, Head of School/ CEO	P

Agenda Items
<b>Board Officers Slate for 2022-2024</b>
<b>Board Cultivations</b>
<b>Enrollment and Admissions</b>
<b>Disciplinary Hearings Summary</b>
<b>February Board Meeting Agenda</b> <ul style="list-style-type: none"><li>• Enrollment Lottery</li><li>• Call to the Public</li><li>• Mission Moment<ul style="list-style-type: none"><li>◦ Guitar Performance</li></ul></li><li>• Presentation<ul style="list-style-type: none"><li>◦ BeSMART in Schools – Promoting Responsible Gun Storage</li></ul></li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li><li>◦ Core Equity Team Update</li><li>◦ Finance Committee<ul style="list-style-type: none"><li>▪ Revised FY 2021-22 Budget</li></ul></li><li>◦ Governance Committee<ul style="list-style-type: none"><li>▪ Officer Slate 2022-2024</li></ul></li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Head of School Report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the January 31, 2022 Board of Directors Meeting Minutes</li><li>◦ Approval of the Revised FY 2021-22 Budget</li><li>◦ Ratification of the Current COVID-19 Mitigation Plan</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

<b>Minutes</b>
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Board President Tony Dietz began the meeting at 7:45 a.m.

The Committee discussed the Board leadership pipeline – we will have an opening for Vice President and Secretary/Treasurer next year. Betty Hum has agreed to stay in her present position for one more year, if needed. John Snider mentioned the importance of cultivating a finance person who will be able to replace him and Kevin Allen when their second term ends in three years. Javier Cárdenas proposed that Leah Fregulia speak with Alex Laing about accepting the Vice President position and Tony will talk to Allison Otu about filling a vacancy as well. Betty offered to contact a potential finance candidate she has been

thinking about. Board cultivation and leadership will be added to the Governance Committee agenda. Leah will provide the current matrix.

Leah shared the current enrollment and recruiting plan for next year. We have new initiatives for recruiting including adds, fliers in businesses and organizations around the school, presentations and tours. Placing an add on KJZZ may be another good addition and Betty sent a contact to Leah. Leah is also reviewing and summarizing the exit interview results from this year to assess patterns and trends of why students are leaving, especially in the 5<sup>th</sup> grade. John Snider also wondered if we are losing long-time or newer students.

The Committee reviewed the disciplinary hearing summary and Leah will include it in her Head of School report in February. David Garcia commented that an uptick in student behavioral issues is common right now, even at the college level. Leah mentioned that the ASA team has disciplinary, teaching/learning opportunities, and start-up procedures for the beginning of next school year. David also commented on ASA's culture being an asset we need to capitalize on and promote, even among our student body.

The meeting ended at 8:15 a.m.



**Arizona School for the Arts  
Executive Committee Meeting Minutes**

**Wednesday, March 9, 2022 at 8:00 a.m.**

**First Watch: 61 W. Thomas Road, Phoenix, AZ 85013**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	<b>P</b>	<b>David Garcia, Vice President</b>	<b>P</b>	<b>Betty Hum, Secretary/Treasurer</b>	<b>P</b>
<b>Dr. Javier Cárdenas, Past President</b>	<b>A</b>	<b>John Snider</b>	<b>A</b>	<b>Leah Fregulia, Head of School/ CEO</b>	<b>P</b>

Agenda Items
Health and Wellness Council Update and Recommendations
Update on organizational assessment – Avenir Consulting
Strategic Planning Retreat
Be SMART Presentation – Follow-up Discussion
Board Succession Pipeline
<b>March Board Meeting Agenda Draft</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment<ul style="list-style-type: none"><li>◦ Robotics?</li></ul></li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li><li>◦ Health &amp; Wellness Council</li><li>◦ Core Equity Team Update</li><li>◦ Finance Committee</li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Head of School Report<ul style="list-style-type: none"><li>▪ Facilities Update?</li></ul></li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the February 28, 2022 Board of Directors Meeting Minutes</li><li>◦ Approval of the Revised SY 2022-2023 Calendar</li><li>◦ Approval of revised COVID-19 Mitigation Plan and Face Covering Policy</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Minutes
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The meeting began at 8:05 a.m.

Leah Fregulia updated the Committee on the Health and Wellness Council discussion regarding the mask requirement and testing. The CDC Guidelines will be aligned with the Maricopa County Health Guidelines and the Arizona Department of Education recommendations for schools by the end of March. Relaxing the face covering policy to make it optional with no waiver required to opt out of masking will be discussed at the next Board of Directors meeting. In addition, the idea to require masking for individuals who are experiencing any upper respiratory or flu-like symptoms will be considered.

The Board was surveyed by Avenir Consulting Group and responses are due today by Midnight. The final report will be delivered at the end of March. Consultants have interviewed seven stakeholder groups composed of faculty, staff, parents, and students.

Avenir is taking the lead on Strategic Planning Retreat and will work with the Board, Dr. Linda Groomes and Leah to develop the retreat structure and content. Leah will look for locations large enough to meet in person for the retreat.

Tony Dietz will lead a discussion on next steps and Board recommendations regarding the Be SMART (safe gun storage) presentation made at the last Board meeting.

The Committee continued to discuss succession planning for Board leadership and membership. A few candidates were discussed as prospects for further vetting.

The meeting adjourned at 9:10 a.m.





**Arizona School for the Arts  
Executive Committee Meeting Minutes**

**Wednesday, April 6, 2022 at 8:00 a.m.**

**First Watch: 61 W. Thomas Road, Phoenix, AZ 85013**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	<b>P</b>	<b>David Garcia, Vice President</b>	<b>P</b>	<b>Betty Hum, Secretary/Treasurer</b>	<b>P</b>
<b>Dr. Javier Cárdenas, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Leah Fregulia, Head of School/ CEO</b>	<b>P</b>

Agenda Items
Showcase Thank You!
Officer Slate
Solar/Shade/Performance
Strategic Planning Retreat
Mask Policy Implementation
<b>April Board Meeting Agenda</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment<ul style="list-style-type: none"><li>◦ Robotics</li></ul></li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li><li>◦ Governance Committee<ul style="list-style-type: none"><li>▪ Officer Slate</li><li>▪ Community and Employee Handbook Drafts</li></ul></li><li>◦ Finance Committee</li><li>◦ Be SMART Campaign Discussion</li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Head of School Report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the March 28, 2022 Board of Directors Meeting Minutes</li><li>◦ Nomination and Approval of 2022-2024 Officers Slate (Vice President, Secretary/Treasurer)</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Minutes
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President Tony Dietz began the meeting at 8:05 a.m.

Leah Fregulia thanked the Executive Committee members for securing sponsorships for Showcase. We have secured over \$16,000 in sponsorships and many more solicitations have been made.

The proposed officer slate will be: President, David Garcia; Vice President, Alex Laing; Secretary/Treasurer, Heidi Jannenga or Betty Hum. Leah has asked faculty and students for letters of interest for the two open Honorary Board positions - 1 student and 1 academic faculty.

Leah shared the status of the solar share structure/amphitheater. Permits are submitted to the City of Phoenix and bids for lighting, sound, signage, and expanded stage elements are being refined. ASA is applying for a grant to secure the light/sound and received some input on how to position the application effectively.

The Strategic Planning Retreat will be on June 11, 2022 from 9:00 a.m. to 2:00 p.m. Leah and David will connect on planning after Leah's meeting with Avenir Consulting Partners to review their findings and recommendations on organizational development. Avenir will take the lead on planning the majority of the retreat with our input and input from Linda Groomes, DEI consultant.

Leah reported that the implementation of the new mask optional policy is going well. About 75% of students continue to wear masks most of the time. Most teachers wear masks while teaching. Betty Hum will donate another shipment of N95 masks.

The meeting ended at 9:15 a.m.



**Arizona School for the Arts  
Executive Committee Meeting Minutes**

**Wednesday, May 4, 2022 at 8:00 a.m.**

**First Watch: 61 W. Thomas Road, Phoenix, AZ 85013**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	<b>P</b>	<b>David Garcia, Vice President</b>	<b>P</b>	<b>Betty Hum, Secretary/Treasurer</b>	<b>P</b>
<b>Dr. Javier Cárdenas, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Leah Fregulia, Head of School/ CEO</b>	<b>P</b>

Agenda Items
<b>Avenir Report</b>
<b>Strategic Planning</b>
<b>May Board Meeting Agenda</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment</li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li><li>◦ Governance Committee<ul style="list-style-type: none"><li>▪ Presenting the Community Handbook Draft and Approving the Employee Handbook</li></ul></li><li>◦ Finance Committee<ul style="list-style-type: none"><li>▪ 2022-2023 Budget Draft</li></ul></li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Head of School Report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the April 25, 2022 Board of Directors Meeting Minutes</li><li>◦ Approval of 2022-2023 Employee Handbook</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

<b>Notes</b>
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President Tony Dietz called the meeting to order at 8:05 a.m.

Tony conducted a discussion of Avenir's presentation at the last board meeting. The report was an executive summary of findings from the focus groups and discovery work Avenir has performed over the past several months. The topics raised specifically included concerns that ASA's mission, vision, values and culture is being questioned and the role of the Board in leading an examination of where we are and the direction ASA will take over the next several years. This will be a core topic for the Strategic Planning session in June with the Directors and Leah. Generally, the Board acknowledged the turbulence of the last few years and a need to get back on track.

The Executive Committee agreed that a small Strategic Planning mini-retreat with just the Board and Head of School is important at this time. The retreat will include our consultants from Avenir and Achieving My Purpose.

Finally, the Committee reviewed the May Board Meeting agenda and made the following changes and additions:

- Under discussion item, Leah will present the plan forward based upon Avenir's report
- The Safety Plan will be presented for approval in June
- Add an executive session to discuss personnel.

The meeting adjourned at 8:55 a.m.



**Arizona School for the Arts  
Executive Committee Meeting Minutes**

**Wednesday, June 8, 2022 at 8:00 a.m.**

**First Watch: 61 W. Thomas Road, Phoenix, AZ 85013**

Attendance (Board Members in bold)					
<b>Dr. Anthony (Tony) Dietz, President</b>	<b>P</b>	<b>David Garcia, Vice President</b>	<b>P</b>	<b>Betty Hum, Secretary/Treasurer</b>	<b>P</b>
<b>Dr. Javier Cárdenas, Past President</b>	<b>A</b>	<b>John Snider</b>	<b>P</b>	Leah Fregulia, Head of School/ CEO	P

Agenda Items
<b>Strategic Planning</b>
<b>Board Succession</b>
<b>June Board Meeting Agenda</b> <ul style="list-style-type: none"><li>• Call to the Public</li><li>• Mission Moment – College Roundup</li><li>• Board Recognition</li><li>• Discussion Items<ul style="list-style-type: none"><li>◦ Resource Development Committee<ul style="list-style-type: none"><li>▪ Development Dashboard</li></ul></li><li>◦ Governance Committee<ul style="list-style-type: none"><li>▪ Community and Employee Handbooks for Approval</li><li>▪ Student Code of Conduct</li></ul></li><li>◦ Finance Committee<ul style="list-style-type: none"><li>▪ Review of the 2022-2023 Budget Draft for Approval</li></ul></li></ul></li><li>• Consent Agenda<ul style="list-style-type: none"><li>◦ Head of School Report</li></ul></li><li>• Action Items<ul style="list-style-type: none"><li>◦ Approval of the April 25, 2022 Board of Directors Meeting Minutes</li><li>◦ Approval of the May 23, 2022 Board of Directors Meeting Minutes</li><li>◦ Approval of the 2022-2023 Community Handbook</li><li>◦ Approval of the 2022-2023 Employee Handbook</li><li>◦ Approval of the 2022-2023 Emergency Response Plan</li><li>◦ Approval of the Student Code of Conduct</li><li>◦ Approval of the 2022-2023 Budget Draft</li></ul></li></ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

<b>Minutes</b>
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Board President Dr. Tony Dietz began the meeting at 8:00 a.m.

Leah Fregulia shared the draft agenda for the Board retreat led by Avenir. The retreat day was designed to allow the Board of Directors to reflect upon the last few years and ASA history, then analyze the Mission, Vision and Values statements through a series of discussions. Beginning with our foundational statements will allow us to evaluate our strategic plan, our DEI Plan and ASA's future opportunities, challenges, and strategic initiatives to carry forward, revise or add to our current plans.

The Executive Committee decided to postpone the planned June 11<sup>th</sup> retreat due to lack of attendance. It will be rescheduled for August.

Leah shared the resignation of Director Dr. Hazem Hnaide and the opening for a Chair of the Resource Development Committee.

The Governance Committee meeting was canceled and board development and succession planning will be taken up in August/September.

The meeting ended at 8:55 a.m.