

The Regular Meeting of the Board of Trustees will begin immediately following the conclusion of the Board of Trustees Workshop but not prior to the posted start time.



WESTLAKE ACADEMY

Mission / Vision Statement

Westlake Academy is a nurturing, community owned International Baccalaureate Charter School whose mission is to achieve academic excellence and to develop life-long learners who become well-balanced, responsible global citizens.

BOARD OF TRUSTEES MEETING

AGENDA

January 4, 2010

**WESTLAKE TOWN HALL
3 VILLAGE CIRCLE – 2ND FLOOR
COUNCIL CHAMBERS/MUNICIPAL COURT ROOM**

**Workshop Session 4:30 p.m.
Regular Session 6:00 p.m.**

Workshop Session

- 1. CALL TO ORDER**
- 2. REVIEW OF CONSENT AGENDA ITEMS FROM JANUARY 4, 2010, TRUSTEES REGULAR MEETING AGENDA.**
- 3. DISCUSSION AND CONSIDERATION OF A DRAFT FIVE (5) YEAR STRATEGIC PLAN FOR WESTLAKE ACADEMY AS WELL AS A 2010 ACADEMY PARENTS' SURVEY.**
- 4. ADJOURNMENT**

Regular Session

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **CITIZENS' PRESENTATIONS AND RECOGNITIONS:** This is an opportunity for citizens to address the Board on any matter whether or not it is posted on the agenda. The Board cannot by law take action nor have any discussion or deliberations on any presentation made to the Board at this time concerning an item not listed on the agenda. Any item presented may be noticed on a future agenda for deliberation or action.
4. **CONSENT AGENDA:** All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.
 - a. Consideration of the minutes from the December 7, 2009, meeting.
 - b. Consideration of **Resolution 10-01**, Adopting a Policy Regarding International Faculty Recruitment and Retention.
5. **BOARD CALENDAR**
 - Spirit Week
February 8-12, 2010
 - DFW Connector Groundbreaking Ceremony
February 17, 2010 at 11 a.m.
(DFW Connector field office, 440 W. State Highway 114,
Grapevine; Former Grapevine Suzuki dealership)
 - Northwest Metroport and Westlake Academy
Social networking event and warm spiced cider!
Thursday – Jan 21st – 4:30 p.m.
 - Admissions Lottery
February 24, 2010
 - Westlake Academy Gallery Night event
February 26, 2010
 - Board Meeting
March 1, 2010
 - Spring Break
March 15-19, 2010
 - Bandana Bonanza
May 8, 2010
 - Texas Charter Schools Association Conference
May 12-14, 2010
 - Westlake Academy Graduation
May 23, 2010

6. **FUTURE AGENDA ITEMS:** Any Board member may request at a workshop and / or Board meeting, under "Future Agenda Item Requests", an agenda item for a future Board meeting. The Board member making the request will contact the CEO with the requested item and the CEO will list it on the agenda. At the meeting, the requesting Board member will explain the item, the need for Board discussion of the item, the item's relationship to the Board's strategic priorities, and the amount of estimated staff time necessary to prepare for Board discussion. If the requesting Board member receives a second, the CEO will place the item on the Board agenda calendar allowing for adequate time for staff preparation on the agenda item.

Trustee Langdon Discussion of On-line grading.

Trustee Langdon Discussion of incorporating the Communication / IT Plans into the Strategic Plan.

7. **EXECUTIVE SESSION**

The Council will conduct a closed session under Texas Government Code Chapter 551 for the following:

- a. Section 551.071(2) – Consultation with School Attorney on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter regarding the following: Westlake Academy Admissions Policy.

8. **RECONVENE MEETING**

9. **TAKE ANY NECESSARY ACTION FROM EXECUTIVE SESSION, IF NECESSARY**

10. **ADJOURNMENT**

ANY ITEM ON THIS POSTED AGENDA COULD BE DISCUSSED IN EXECUTIVE SESSION AS LONG AS IT IS WITHIN ONE OF THE PERMITTED CATEGORIES UNDER SECTIONS 551.071 THROUGH 551.076 AND SECTION 551.087 OF THE TEXAS GOVERNMENT CODE.

CERTIFICATION

I certify that the above revised notice was posted at the Town Hall of the Town of Westlake, 3 Village Circle, on Tuesday, December 29, 2009, by 5:00 p.m. under the Open Meetings Act, Chapter 551 of the Texas Government Code.

Kelly Edwards, Town Secretary

If you plan to attend this public meeting and have a disability that requires special needs, please advise the Town Secretary 48 hours in advance at 817-490-5710 and reasonable accommodations will be made to assist you.

Westlake Academy

Item # 2 – Review of Consent Agenda Items

CONSENT AGENDA: All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

- a. Consideration of the minutes from the December 7, 2009, meeting.
- b. Consideration of **Resolution 10-01**, Adopting a Policy Regarding International Faculty Recruitment and Retention.

Town of Westlake

Memo

To: Honorable President and Members of the Board of Trustees
From: Tom Brymer, CEO
Subject: Workshop Meeting of January 4, 2010
Date: December 28, 2009

ITEM

Discussion and Consideration of a Draft Five (5) Year Strategic Plan for Westlake Academy as well as a 2010 Academy Parents' Survey

WESTLAKE ACADEMY MISSION/VISION STATEMENT

Westlake Academy is a nurturing, community owned International Baccalaureate Charter School whose mission is to achieve academic excellence and to develop lifelong learners who well balanced, responsible citizens.

WESTLAKE ACADEMY VALUES

- Academic Achievement
- PYP, MYP, DP (IB Continuum)
- Caring Environment
- Fiscal Stewardship
- Communication/Transparency
- Engaged Stakeholders
- Maximizing Each Child's Potential

BACKGROUND

Draft Strategic Plan. A suggested process for preparing a strategic plan for Westlake Academy was discussed at the Board's October 5, 2009 workshop. The Council's consensus was that this proposed process was acceptable. The WALT then met with the entire Academy staff who divided into small work groups; each assigned various components of the plan. After that input was received, the WALT started working on various drafts of the plan until we arrived at the draft strategic plan that is attached for Board review and input.

Using the mission/vision/value statements identified by the Board, this draft strategic plan is built around five (5) desired outcomes (not listed in any priority order):

- High Student Achievement
- Strong Parent & Community Connections
- Financial Stewardship & Sustainability
- Student Engagement – Extracurricular activities
- Effective Educators & Staff

Parents' Survey. Spring 2009 was the first year in which we conducted a WA parents' survey. The survey was administered by ETC Institute with input and direction from the Board. This is a valuable metrics tool to receive input as well as to measure the Academy's performance and satisfaction on a number of issues and services from our parents' perspective. In order to get this year's survey underway before the end of the current school year, the Board should review last year's survey and determine the in which they would like to get our parents' perspectives, as well as any areas the Board would like to drill down" on in terms of getting more in-depth information.

FUNDING: The strategic plan, if and when adopted, and depending on what is included in it regarding strategic initiatives, could have financial impacts for the Academy. The parents' survey would have a financial impact. However, funding was budgeted in the FY 09-10 Academic Services Budget for the second parents' survey.

RECOMMENDATION:

- 1.) Regarding the draft strategic plan, recommend that the Board discuss and ask questions about the draft plan presented and determine if it wishes to add, modify, or delete any portion of it. Following that Board discussion and direction, recommend placing this Strategic Plan on a regular Board meeting for consideration for adoption.
- 2.) Regarding the parents' survey, recommend discussion by the Board of the survey content to see what areas the Board would like to include in this year's survey.

ATTACHMENTS:

1. Memo dated 12-23-09 from CEO to BOT Transmitting Draft WA Five Year Strategic Plan.
2. WA Strategic Plan 12-22-09 Draft #7.
3. Memo Dated 12-07-09 from CEO to BOT re: Council Meeting Schedule and the Strategic Planning/Budget Calendar for Both Westlake Academy and the Town of Westlake.
4. Copy of 2009 WA Parents' Survey Instrument



MEMORANDUM

Date: December 23, 2009
TO: Honorable President and Board of Trustees
FROM: Tom Brymer, Town Manager/CEO Westlake Academy
SUBJECT: Draft Westlake Academy Five Year Strategic Plan

Staff discussed a process for preparing a strategic plan for Westlake Academy at the Board's October 5, 2009 BOT workshop. Following the Council's consensus that this process was acceptable, we met with the entire Academy staff and got them working in small groups on various components of the plan. After we received that input, the WALT started working on various drafts of the plan until we arrived at the draft strategic plan that is attached for Board review and input.

I emphasize that is a draft. This draft plan will be on the Board's January 4th workshop for discussion and direction by the Board. Using the mission/vision/value statements identified by the Board, this draft strategic plan is built around five (5) desired outcomes (not listed in any priority order):

- **High Student Achievement** - Develop inquiring, knowledgeable, caring and disciplined young people who use their unique talents to create a better and more peaceful world through intercultural understanding and respect
- **Strong Parent & Community Connections** – To involve all stakeholders in building a better Westlake Academy community
- **Financial Stewardship & Sustainability** – To ensure sufficient, well-managed resources to support and advance the mission of Westlake Academy
- **Student Engagement – Extracurricular activities** - To ensure that all athletics, community service and extra-curricular activities are held to the same standard of excellence as the curricula programs to promote well-balanced students
- **Effective Educators & Staff** - Recruit, develop and retain a core faculty and staff with the personal qualities, skills and expertise to work effectively with inquiry-based, student-centered curricula



Under each desired outcome are specific outcomes, outcome measures and steps to achieve the specific outcome. Where we can, we've assigned team leaders for specific outcomes. Also, where practical we will need to assign short range (1-2 years), medium range (2-3 years), and long range (4-5 years) time frames.

I realize there is explanatory material and a plan summary that we will put at the front of this document. That can all be added later. At this point, I wanted the Board to see the heart of the document which is this, the detailed strategic plan. Please keep that in mind as you review this.

This document is being sent by hard copy and electronically so you have time to read and digest it prior to the January 4th workshop. In the mean time, if you have any questions regarding this plan, please let me know.

Attachment

Vision/Mission

“Westlake Academy is a nurturing, community-owned International Baccalaureate charter school whose mission is to achieve academic excellence and to develop life-long learners who become responsible global citizens.”

Values (Guiding Principles)

Academic
Success
through IB
Curriculum

Student and
family
oriented
environment

Being a
municipally
owned and
operated
charter school

Engaged
students with
international
awareness

Community
involvement
and support

Diverse
learning
experience

Desired Outcomes

High
Student
Achievement

Strong Parent
&
Community
Connections

Financial
Stewardship
and
Sustainability

Student
Engagement

Effective
Educators
and Staff

High Student Achievement - Develop inquiring, knowledgeable, caring and disciplined young people who use their unique talents to create a better and more peaceful world through intercultural understanding and respect

Specific Outcome:

1.0 Students will be well prepared to matriculate and succeed in college - *Short-Range and On-going Goals*

Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section

1.1 100 % of students are passing classroom exams
Estimated Completion Date: On-going Goal

1.1.1 Continued integration of IB curricula into all daily educational programs

1.2 60 % of students qualify for National Honors Society
Estimated Completion Date: On-going Goal

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1.2.1 Establish formal program to increase student awareness of the qualification requirements and benefits of NHS

1.3 Graduate 100% of our students
Estimated Completion Date: On-going Goal

1.3.1 Continued integration of IB curricula into all daily educational programs

1.4 100% College enrollment for all graduates
Estimated Completion Date: On-going Goal

1.5 Students will perform at a level that exceeds the state average on college entrance exams (ACT, SAT)
Estimated Completion Date: On-going Goal

1.5.1 Provide onsite testing to increase student access to exams; Research our ability to provide a preparatory SAT, ACT program within Westlake Academy

1.6 Review the use and interpretation of college skills readiness exams, which are necessary to gauge the student's ability to perform at the college level
Estimated Completion Date: Fall, 2010

1.6.1 Research the capacity and applicability of alternative programs, such as the College and Work Readiness Assessment (CWRA), for administration during freshman and senior years, to determine the college skills levels for the MYP and DP students

1.6.2 Explore the use of the Program for International Student Assessment (PISA), Progress in International Reading Literacy Study (PIRLS), Trends in International Mathematics and Science Study (TIMSS), iCritical Thinking Certification, etc. as evaluation tools of student progress

1.7 Prepare students to use cutting edge technology flexibly and effectively
Estimated Completion Date: On-going Goal

1.7.1 Research the availability/partnership of a technical sponsor

1.7.2 Effectively integrate technology into the PYP program

1.8 Develop time management and research skills study units to further prepare the students to succeed in college level courses
Estimated Completion Date: Fall, 2010

2.0 Graduate the maximum number of students with an IB Diploma on an annual basis – *On-going Goal*
Team Leader(s): DP Coordinator

2.1 80% of graduates achieve the IB Diploma by 2015

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- 2.1.1 Students will achieve at a level that exceeds the national average relative to other IB schools

3.0 Students will excel on the TAKS test - *On-going Goal*

Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section

- 3.1 All students will pass the TAKS exams
Estimated Completion Date: On-going Goal
 - 3.1.1 Develop parameters for TAKS preparation which aligns with the IB programs
- 3.2 Exceed the number of commended students relative to internal and external assessments
Estimated Completion Date: On-going Goal
 - 3.2.1 Benchmark the students commended level relative to Northwest ISD, Carroll ISD, and Keller ISD
 - 3.2.2 Establish regular and uniform progress reports as it relates to individual students on a year to year and by grade level basis
- 3.3 Maintain the highest Texas Education Agency rating allowable for public schools
Estimated Completion Date: On-going Goal

4.0 IB Learner Profile will be integrated throughout the entire spectrum of the Westlake Academy curricula and culture – *On-going Goal*

Team Leader(s): PYP, MYP, and DP Coordinators

- 4.1 Students will view learning as a life-long process and possess the following competencies:
Estimated Completion Date: On-going Goal
 - The ability to think critically, creatively, and solve problems
 - The ability to collaborate effectively, and lead by influence
 - The ability to think flexibly, deal effectively with change, and use a variety of tools to solve problems
 - The ability to adapt to new and unfamiliar surroundings, take initiative, and trust themselves to be creative
 - The ability to communicate effectively and cogently (oral and written form)
 - The ability to access and analyze information
 - The ability to ask focused, purposeful questions

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4.2 Students will act as arbitrators to settle disputes

Estimated Completion Date: Spring, 2011

4.2.1 Research the availability and integration of formal arbitration training to allow students the opportunity to problem solving strategies and dispute resolution skills

4.3 Students will demonstrate the following facets of international-mindedness:

Estimated Completion Date: On-going Goal

- Knowledge and understanding beyond one’s own nationality
- Awareness and understanding of the interdependence among people
- Awareness and understanding of the independence of people and countries
- Awareness and understanding of the similarities and differences among people

4.3.1 Students will be provided with a fair and balanced view of issues and events

4.3.2 Curriculum will be presented in a holistic manner, so that both the cognitive and affective domains of learning are stimulated

4.3.3 Promote broad student participation in residential trips

4.4 Explore programs and partnership opportunities to foster international mindedness through the use of cultural/foreign exchange programs, Forgotten Diamonds, sister cities, etc.

Estimated Completion Date: Fall, 2011

5.0 Westlake Academy’s IB curricula and assessment methods are a product of continuous review – *On-going Goal*

Team Leader(s): Ben Nibarger, Administrative Services Coordinator; PYP, MYP and DP Coordinators

5.1 Westlake Academy in top performing 5% of the following:

Estimated Completion Date: Fall, 2010

- a. Texas Charter schools
- b. Texas public schools
- c. Benchmark schools

5.1.1 Use TAKS and additional criteria, such as, SAT, PSAT, Stanford testing, etc. to determine comparable exam scores, applicable data sets and proper comparisons to benchmark our outcomes against other schools

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5.1.2 Review the use of the ‘building evidence’ component of the IB to assist the Staff in identifying the appropriate measures and methods to accurately compare our IB success with other schools

5.2 Develop methods to review the curriculum and create alignment with TEKS and between the PYP, MYP and DP programs

Estimated Completion Date: Fall, 2010

5.2.1 Identify subject or activity specific programs (Mathematics, Science, Athletics, Spanish, English, etc.) to be reviewed annually, each spring and fall, for continuous improvement and internal evaluations

5.2.2 Create task force to make recommendations on curriculum expansion and/or improvements to current course offerings (examples: additional foreign language, choir, media arts program, etc.)

6.0 Create a list of benchmark schools for educational comparison and explore the formation of a consortium group to foster professional collaboration and methods review - *Short-Range Goal*
Team Leader(s): Ben Nibarger, Administrative Services Coordinator

7.0 Work with Council, stakeholders, teachers, and staff to foster a discussion and generate a definition of “What makes an excellent school?” – *Short- Range Goal*
Team Leader(s): Tom Brymer, CEO; Jamie Schmitz and Mark Garcia, Heads of Section

8.0 Students will possess a professional working proficiency in a second language – *Short/Mid-Range and On-going Goals*
Team Leader(s): Aurora Morales, Spanish Teacher

8.1 Develop a formalized process to gauge the proficiency levels and gather a teacher based assessment for each student at the beginning of each school year – (PYP, MYP and DP)
Estimated Completion Date: Summer, 2010

8.2 Students matriculating in grades 6 and 10 meet identified grade level standards for second language proficiency
Estimated Completion Date: Spring, 2011

8.3 Graduates will demonstrate the following:
Estimated Completion Date: On-going Goal

- Know how to communicate effectively in a number of situations and within the culture where the language is spoke
- Communicate clearly and effectively in a range of situations; understand and accurately use oral and written forms of the language

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- Express ideas with clarity and fluency while understanding the vocabulary and common usage
- Possess the ability to understand and respond appropriately to the written and spoken material of average difficulty

8.4 Explore the feasibility of a full-time Spanish teacher for the primary grades
Estimated Completion Date: Spring, 2012

9.0 Parents will be encouraged to participate in the educational process to support students in their studies – *Short/Mid-Range and On-going Goal*
Team Leader(s): PYP, MYP, and DP Coordinators

9.1 Develop methods to achieve 100% attendance rate for new parents at parent/teacher meetings
Estimated Completion Date: Summer, 2011

9.2 Create an educational development process for parents to simulate the student's IB learning environment and increase the understanding of the curricula
Estimated Completion Date: Spring, 2012

9.3 Provide parents with information from the IB action kits to further communications, explain curriculum and answer related questions
Estimated Completion Date: Summer, 2010

9.4 Draft parent commitment agreement, which will explain the homework requirements, IB philosophy and learner profile, along with information relative to each program that will augment the parents understanding of IB and identify the comprehensive structure of the Westlake Academy learning environment
Estimated Completion Date: Summer, 2010

9.4.1 Provide parenting resources, strategies and weekly focus emails from Staff

9.5 Conduct mandatory new parent meetings to review the parent commitment agreement, and other items specific to Westlake Academy to thoroughly identify the topics and focus items necessary for their children to succeed in the school
Estimated Completion Date: On-going

9.5.1 Open meetings to interested parents on the waiting list

9.6 Develop transitional meetings for those students and parents completing one program and moving into another (PYP to MYP/MYP to DP)
Estimated Completion Date: Summer, 2011

9.7 Identify and provide volunteer opportunities to involve parents/grandparents in the educational process
Estimated Completion Date: On-going

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

9.7.1 Streamline the volunteer application process to reduce the clearance time; research the use of an online application form

9.7.2 Develop process to track the number of volunteer hours and benchmark with other schools and utilize the data in relative grant opportunities

9.7.3 Examine the feasibility of implementing a full-time volunteer coordinator position

9.8 Create content mechanism for quick parent access to their child’s academic progress in all subjects

Estimated Completion Date: Summer, 2010

9.8.1 Establish standard procedures, timelines and content for all faculty for placement of student grades, assignments, course syllabi, etc. for constant parent engagement of child’s academic progress on a real time basis

10.0 Consistently review the Staff to student ratio to determine reasonable levels of the number of students per class – *On-going Goal*

Team Leader(s): Ben Nibarger, Administrative Services Coordinator

10.1 Heads of Section to perform analysis on an annual basis, during the budget process, and report the information to the CEO

Estimated Completion Date: On-going Goal

Strong Parent & Community Connections – To involve all stakeholders in building a better Westlake Academy community

Specific Outcomes:

1.0 Westlake Academy will work in tandem with the Town to foster community ties – *Mid-Range and On-going Goals*

Team Leader(s): Ben Nibarger, Administrative Services Coordinator

1.1 Distribute the Black Cow newspaper to all households in the Westlake Academy community and Westlake residents

Estimated Completion Date: On-going Goal

1.1.1 Open Black Cow subscription to parents on the waiting list

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 1.2 Research the development of a newsletter to be distributed to businesses and other concerned parties in the community
Estimated Completion Date: Spring, 2012
 - 1.2.1 Work with the Director of the Westlake Academy Foundation to determine the level of interest and appropriate subject matter of the newsletter
- 1.3 Investigate the development of a community education program (Spanish courses, partnerships with local colleges, recycling and composting classes, arts/ceramics)
Estimated Completion Date: Spring, 2013
 - 1.3.1 Conduct interest survey to determine the types of courses according to community feedback
 - 1.3.2 Contact the local colleges and discuss partnerships for on-site credit courses as a satellite campus
- 1.4 Work with Town Staff to develop an internship program for DP students in the local business community
Estimated Completion Date: Spring, 2010
 - 1.4.1 Include the use of job-shadowing on a week-by-week one time occurrence and/or long term opportunities

**2.0 Maintain multiple avenues of communication between the school and Westlake Academy stakeholders and develop a communication plan which contains at a minimum:
Team Leader(s): Jamie Schmitz and Mark Garcia, Heads of Section; Ben Nibarger, Administrative Services Coordinator – *Short-Range and On-going Goals***

- 2.1 Conduct the parent survey on an annual basis to assist the Staff in their educational efforts; identify areas in need of improvement and promote feedback opportunities for the parents
Estimated Completion Date: On-going Goal
- 2.2 Review the current web site and re-design as needed to increase flexibility and user-friendly aspects of navigation/information
Estimated Completion Date: Spring, 2011
 - 2.2.1 Expand Parent survey questions to include additional feedback on web site configuration and usage trends
 - 2.2.2 Compare CMS platforms to streamline the updating procedures for the web site
- 2.3 Increase the use of technology and outreach measures to foster transparency and involve the Academy community
Estimated Completion Date: On-going Goal

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 2.3.1 Develop affiliate access to the web site to provide the House of Commons, Westlake Academy Athletic Club, Black Cow, etc. with the ability to link their home page to the school
- 2.3.2 Draft parameters for posting content to the web site to ensure consistent delivery of information to parents/students
- 2.3.3 Publish and maintain grade level web sites and the Academy web site
- 2.3.4 Research the implementation of online accessible grading systems to inform parents of student progress
- 2.3.5 Research the Town's sign ordinance to determine the feasibility of the construction of an informational sign to be placed on J. T. Ottinger Road in order to post events and announcements to the school community and Westlake residents
- 2.4 Develop and update a community events link through the web site
Estimated Completion Date: Fall, 2010
 - 2.4.1 Add community events link to include major events such as Arbor Days, Monster Mash, Tree Lighting Ceremony, Decoration Day, etc.
- 2.5 Formalize procedures through the CEO's office to gather feedback from parents and students who withdraw from the Academy and use for continuous improvement
Estimated Completion Date: Summer, 2011

3.0 Ensure a smooth transition of new students into Westlake Academy **Team Leader(s): Mark Garcia/Jamie Schmitz – Heads of Section; PYP, MYP, and DP Coordinators, Primary & Secondary Counselors – *On-going Goals***

- 3.1 Develop peer mentors for new students and families
Estimated Completion Date: Summer, 2011
 - 3.1.1 Encourage House of Commons to assist Staff in the development of the peer mentors for families
 - 3.1.2 Utilize the student ambassadors to assist new students with their transition in the Westlake Academy community
 - 3.1.3 Sponsor a mandatory orientation program for new students
 - 3.1.4 Establish annual introductory meetings with DP Coordinator and Secondary Counselor to answer questions and concerns of the student as it relates to the DP Program

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

4.0 Continue to establish local business support to promote the Academy and community events Team Leader(s): Shelly Meyer, Foundation Director – *Mid-Range and On-going Goals*

4.1 Increase corporate community participation in events and activities
Estimated Completion Date: Summer, 2012

- 4.1.1 Host Westlake Academy night at fast food restaurants to promote fundraising (allow for a portion of sales to return to the school and/or wear spirit wear to receive discount); work with HOC, specific class grades to develop opportunities
- 4.1.2 Host movie nights, etc. with corporate sponsors to build ‘community’ within the school and Town
- 4.1.3 Corporate student events – work with business community to sponsor a ‘teaching’ event/night (i.e. Fidelity could speak on saving/investing at an early age, discussions regarding the types of students businesses would like to employ and/or utilize as interns)
- 4.1.4 Discuss the posting of athletic jerseys, photos of athletes, sports statistics, etc. in local restaurants or businesses

5.0 Foster ties with organizations which will assist Westlake Academy in achieving their goals - such as, other schools and philanthropic groups (Hudson Foundation and Northwest ISD, etc.) – *Short-Range Goal*

Financial Stewardship & Sustainability – To ensure sufficient, well-managed resources to support and advance the mission of Westlake Academy

Specific Outcomes:

1.0 Westlake Academy will work with the Town staff to provide cost effective services to the students and stakeholders Team Leader(s): Ben Nibarger, Administrative Services Coordinator - *On-going Goals*

- 1.1 Operate within budget allocation on an annual basis
Estimated Completion Date: On-going Goal
 - 1.1.1 Provide quarterly reports to the Board of Trustees
 - 1.1.2 Staff will remit receipts and deposits to the Finance Department in a timely manner (at least once a week)
 - 1.1.3 Staff will handle monetary transactions in a manner consistent with the Town’s approved financial practices policy

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

1.2 All purchases will be negotiated and/or researched to ensure the lowest possible price for the Academy
Estimated Completion Date: On-going Goal

1.2.1 Heads of Section and Administrative Coordinator will collaborate to identify the best/appropriate vendor for school related expenditures

2.0 Westlake Academy Staff and students will work with the Town and community to maximize the efficient use of utilities and procurement of school resources – *Short-Range Goal*

Team Leader(s): Ben Nibarger, Administrative Services Coordinator; Troy Meyer, Facilities and Recreation Director; Jason Power, Technology Coordinator

2.1 Reduce utility costs by 10% within 18-months and explore recycling opportunities
Estimated Completion Date: Summer, 2011

2.1.1 Promote the conservation of electricity by turning off all lights when not in use, control the usage of water to non-peak hours and work with the Facilities Director to install rain control sensors for watering

2.1.2 Reduce the use of printers and copiers to lower costs; research the use of ‘printing on demand’ technology similar to systems used by colleges (possible electronic submission of assignments)

2.1.3 Provide recommendations on new technology to further reduce the need to print/copy items (Smart Boards, etc.)

2.1.4 Work with Public Works and Facilities Director to expand recycling opportunities on campus (computers, paper, etc.) and to involve community in those efforts

3.0 Compensation packages for the educators and Staff will be regularly reviewed to remain competitive with surrounding school districts

Team Leader(s): Todd Wood, Director of Administrative Services – *On-going Goal*

3.1 Goals will be set to maintain teacher compensation at a competitive level as compared with surrounding school districts
Estimated Completion Date: On-going Goal

3.1.1 Human Resources Director to perform analysis on an annual basis and prepare a report for the CEO

4.0 Staff will support and assist the Westlake Academy Foundation in fundraising and grant opportunities

Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – *Mid-Range and On-going Goals*

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 4.1 Staff will participate in Gallery Night and other fundraising events
Estimated Completion Date: On-going Goal
 - 4.1.1 Art teachers will serve in an advisory capacity to the Director of the Foundation to promote and recruit parents/students to submit art work for Gallery Night
- 4.2 Conduct annual joint goal setting meetings with the Foundation and Staff
Estimated Completion Date: On-going Goal
- 4.3 Create Staff task force to work with the Foundation Director to pursue grant opportunities
Estimated Completion Date: Spring, 2012
- 4.4 Work with the Foundation to develop expansion opportunities to increase the number of students who are provided access to the IB programs
Estimated Completion Date: Spring, 2013
- 4.5 Begin the Implementation of an alumni program for the Academy
Estimated Completion Date: Fall, 2011

5.0 Increase the growth of resources

Team Leader(s): Tom Brymer, CEO; Mark Garcia/Jamie Schmitz, Heads of Section – *Short/Mid-Range and On-going Goal*

- 5.1 Strive to reach participation rate of 90% of parents in the Blacksmith Apprentice program to maximize parent participation and support the efforts of the Academy
Estimated Completion Date: On-Going Goal
 - 5.1.1 Conduct informational sessions to explain the importance of the Blacksmith program and answer questions regarding the donations
 - 5.1.2 Staff to establish meetings with the Foundation to discuss and identify additional avenues to promote the Blacksmith Program at school events; discuss ways to increase the parents understanding of the linkage of their donations and the actual use in the classroom
 - 5.1.3 Work with the Foundation to prepare and distribute flyers and email notifications to kick-off the campaign drive and follow-up with parents to increase participation rates
- 5.2 Conduct study to determine the long-term financial stability of Westlake Academy
Estimated Completion Date: Spring, 2010
 - 5.2.1 Heads of Section/WALT team to work in tandem with CEO to review the financial requirements and funding options for the school
 - 5.2.2 Research grant opportunities to augment revenue sources

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 5.3 Research additional and alternative program expansion opportunities to provide students on the waiting list with the ability to participate in the IB curriculum (on-line courses, satellite or campus expansion)
Estimated Completion Date: Spring, 2013

Student Engagement – Extracurricular activities - To ensure that all athletics, community service and extra-curricular activities are held to the same standard of excellence as the curricula programs to promote well-balanced students

Specific Outcomes:

- 1.0 Westlake Academy Staff will promote school-wide leadership, athletic, community service and extra-curricular opportunities for students**
Team Leader(s): PYP, MYP, and DP Coordinators; Athletic Director – *Short-Term and On-going Goals*
- 1.1 Promote and develop ample community service opportunities to ensure that all students, K-12, complete the necessary service hours
Estimated Completion Date: Fall, 2011
- 1.1.1 Establish online activities calendars, which allow for the coordination of extra-curricular, athletic, and community service activities
- 1.1.2 Staff will continually review community service guidelines to prepare PYP and MYP students to meet the demands of the CAS requirements in the DP program
- 1.2 Maintain a 90% approval/satisfaction rating for the athletics sports programs
Estimated Completion Date: On-going Goal
- 1.2.1 Include/expand wording in the Parents Survey to determine the parental approval rating of athletics programs
- 1.2.2 Administer annual student survey to gauge approval rating and suggestions to the sports offered at the Academy
- 1.2.3 Staff will support and collaborate with the Westlake Academy Athletics Booster Club
- 1.3 Maintain a 90% approval/satisfaction rating for the extra-curricular programs
Estimated Completion Date: On-going Goal
- 1.3.1 Survey the participants and parents, on an annual basis, to determine approval rating and suggestions regarding extra-curricular opportunities

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

1.4 Provide diverse opportunities for non-athletic based extra-curricular programs

Estimated Completion Date: Fall, 2011

1.4.4 Identify and pursue Staff sponsors for science, debate, Odyssey of the Mind competition, etc.

1.5 Examine the current athletic conference and compare with alternative groups, such as the University Interscholastic League (UIL), Texas Association of Private and Parochial Schools (TAPPS), for alternative sports opportunities and a broader base of competition schools

2.0 Prepare an annual student based survey (current and graduated) to cover topics relative to their experiences at Westlake Academy, satisfaction levels with athletics and extra-curricular programs, curriculum feedback, etc.

Team Leader(s): Ben Nibarger, Administrative Services Coordinator; Mark Garcia and Jamie Schmitz, Heads of Section – *On-Going Goal*

3.0 Staff will promote and support the House system

Team Leader(s): House Coordinator – *Mid-Range Goal*

3.1 Work with the House coordinator to identify House leadership opportunities and establish regular participation in major events

Estimated Completion Date: Fall, 2012

3.2 School sponsored service activities to work through the House system to increase participation

Estimated Completion Date: Fall, 2012

4.0 Westlake Academy will sponsor summer programs for educational advancement

Team Leader(s): MYP, DP Coordinator and Secondary Counselor – *Mid-Range Goal*

4.1 Finalize discussions as to the need and offering of summer school programs for Secondary classes

Estimated Completion Date: Summer, 2012

5.0 Students will be recognized for achievements

Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – *On-Going Goals*

5.1 Staff will recognize students within the Westlake Academy community

Estimated Completion Date: On-going Goals

5.1.1 Recognition to occur at commendation ceremony each semester; announcements at flag ceremony and where applicable, through signs posted around the school, in newsletters, and/or Black Cow, etc.

5.2 Students will receive recognition in local newspapers for educational, service and/or athletic achievements, etc.

Estimated Completion Date: On-going Goals

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 5.2.1 Athletic Director will notify publication entities of sports scores and outstanding student successes
- 5.2.2 Staff will provide press releases to publications for notable accomplishments in academics or service related activities

Effective Educators & Staff - Recruit, develop and retain a core faculty and staff with the personal qualities, skills and expertise to work effectively with inquiry-based, student-centered curricula

Specific Outcome:

1.0 Educators and Staff will attend professional development training/opportunities

Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section; PYP, MYP, and DP Coordinators – Short/Mid-Range and On-going Goals

- 1.1 Develop an organizational culture and framework for professional development
Estimated Completion Date: On-going Goals
 - 1.1.1 Heads of Section to work with Staff to identify the type and frequency of training opportunities
 - 1.1.2 Maintain imbedded professional development within the IB for instructional and administrative Staff
 - 1.1.3 Conduct public speaking training, teamwork and leadership development for Staff
 - 1.1.4 Examine the feasibility of developing an in-house professional development coordinator position
- 1.2 Examine the implementation of a teacher focused professional development program such as the National Board for Professional Teaching Standards (NBPTS)
Estimated Completion Date: Summer, 2010
 - 1.2.1 Prepare a report for the Board of Trustees outlining the benefits and professional development advantages of the program
- 1.3 Secure funding for the leadership team to participate in the Change Leadership Group training, or similar programs, which focuses on educational leadership and mentoring of teachers
Estimated Completion Date: Spring, 2011
- 1.4 Staff will provide reports on workshops and professional development meetings
Estimated Completion Date: Spring, 2011

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 1.4.1 Develop a workshop summary form to describe experiences and record materials and contacts from workshops; Organize to provide reference for all teachers
- 1.4.2 Implement effective teaching strategies acquired from attending professional development training sessions
- 1.4.3 Prepare presentations to the Board of Trustees, on an as needed basis, outlining the benefits and training received at professional development courses

1.5 Research the hosting of professional development courses with surrounding schools and local businesses

Estimated Completion Date: Summer, 2013

1.5.1 Contact schools to determine interest and opportunities for training

1.5.2 Prepare report and submit to Head(s) of Section/CEO/BOT by Fall of 2010

2.0 Staff will conduct on-site visits with IB officials for evaluation and required Charter renewals Team Leader(s): Mark Garcia and Jamie Schmitz, Heads of Section – On-going Goals

2.1 Staff will consistently review the Academy Charter and make recommendations to the Board as to necessary procedural changes and amendments

Estimated Completion Date: On-going Goals

2.2 Staff will work with administration to complete preparatory activities and official on-site visits for IB evaluation and Charter renewal applications

Estimated Completion Date: On-going Goals

3.0 Promote an environment and culture which fosters leadership and collaboration across K-12 faculty Team Leader(s): Jamie Schmitz and Mark Garcia, Heads of Section – Short-Range and On-Going Goals

3.1 Hold monthly whole staff/faculty meetings and 'as needed' section meetings to promote staff development

Estimated Completion Date: On-going Goal

3.2 Incorporate the strategic plan of Westlake Academy into staff meetings and into staff participation activities

Estimated Completion Date: Summer, 2010

3.3 Integrate the mission, vision and value statements of the Academy into documents and staff communications; post the information in various school locations

Estimated Completion Date: Fall, 2010

3.4 Conduct Westlake Academy Leadership Team meetings on a regular basis

Estimated Completion Date: On-going Goal

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

- 3.5 Implement the use of video sessions to provide feedback on meeting structure and avenues for improvement of leadership team and presenters of information to faculty
Estimated Completion Date: Summer, 2011

4.0 Draft long-range facility master plan and integrate with the capital improvement plan (CIP) for the Town of Westlake

Team Leader(s): Tom Brymer, CEO; Troy Meyer, Facilities and Recreation Director – *Short-Range Goal*

- 4.1 Work with the Leadership Team to establish a viable facility planning and review process
Estimated Completion Date: Spring, 2011

- 4.2 Draft facility master plan (FMP) scope with the Board and receive direction
Estimated Completion Date: Fall, 2011

- 4.3 Integrate with the CIP for the Town
Estimated Completion Date: Fall, 2011

5.0 WA will recruit, develop, and retain effective and highly qualified teachers , staff and management

Team Leader(s): Tom Brymer, CEO and Mark Garcia and Jamie Schmitz, Heads of Section – *Short-Range and On-going Goal*

- 5.1 Develop a specific profile and definition of the traits, abilities, skills, and competencies, which define an “effective, highly qualified and accomplished teacher, support staff (non-teaching) position, and Head of Section (principal) position”
Estimated Completion Date: Fall, 2010

- 5.1.1 Incorporate the profile into the annual review process for Staff

- 5.2 Create teaching teams to support and review in-class presentations and teaching methods
Estimated Completion Date: Spring, 2012

- 5.2.1 Video tape four (4) classroom sessions for each teacher, on an annual basis, to create a method for coaching Staff

- 5.3 Review the use of ‘Fund 100’ for teacher and staff development opportunities (teacher grants, professional development, legacy teachers)
Estimated Completion Date: Spring, 2011

- 5.4 All teachers will receive IB training, as well as Staff and administrators becoming conversant in all state requirements
Estimated Completion Date: On-going Goal

- 5.5 Perform exit interviews with all teachers/staff to determine reasons for leaving and possible improvements
Estimated Completion Date: Fall, 2010

DRAFT DOCUMENT #7 – DECEMBER 22, 2009

5.5.1 Closely monitor and track reasons for voluntary contract refusal

6.0 Develop a multi-year technology plan for the Academy

Team Leader(s): Todd Wood, Director of Administrative Services – *Mid-Range Goal*

7.0 Structure, systems, and protocols that address academic and administrative needs will be implemented and communicated to Staff

Team Leader(s): Ben Nibarger, Administrative Coordinator – *Mid-Range Goal*

5.3 Compile a list of all internal processes (e.g. field trip procedures, check requests, attendance, expense accounts, etc.) and place in a single manual for teachers/staff

Estimated Completion Date: Summer, 2012

5.4 Codify all procedures and protocols for the school and make the accessible to faculty and staff

Estimated Completion Date: Summer, 2012

5.4.1 Compile a list of all reports required for IB, state and federal authorities and put into place procedures to ensure full compliance



MEMORANDUM

Date: December 7, 2009

TO: Municipal Leadership Team
Westlake Academy Leadership Team

FROM: Tom Brymer, Town Manager/CEO Westlake Academy

SUBJECT: Council Meeting Schedule and the Strategic Planning/Budget Calendar for Both Westlake Academy and the Town of Westlake

The 2010 Board/Council meeting calendar has been compiled. We have incorporated, as much as possible, key dates for meetings focused on strategic planning and/or budgeting for both Westlake Academy and the Town. Here is some additional detail presented in a different format than what is on the proposed calendar:

Westlake Academy Academic Services Budget and Strategic Plan

- Dec. 2009- WALT meeting to discuss FY 10-11 Budget
- Jan. 2010- meet with WA affiliates for joint planning for FY 2010
- Jan. 4, 2010 present draft WA Strategic Plan to BOT
- Feb. 1, 2010- discussion with BOT of broad overview of WA's 2010-2011 (early input, including review of updated WA financial forecast)
- March/April 2010- parents' survey
- June 18, 2010 WA FY 10-11 Proposed Academic Services Budget and Strategic Planning Retreat (note: this is a Friday and would be from 9:00am to 1:00pm)
- August 16, 2010- Board adoption of WA FY10-11 Academic Services Budget

Town of Westlake Municipal Budget

- Jan. 25, 2010- Review of Strategic Plan progress to date/discuss Citizens' Survey
- Feb. 22, 2010- Council ranking of municipal programs/services
- May 12, 2010- New Council orientation
- May 24, 2010- After election strategic planning retreat to preview the municipal budget (early input), Town financial forecast, and discuss progress and updates to the strategic plan
- Aug. 13, 2010- Presentation of FY 10-11 proposed municipal budget in retreat (note: this is a Friday and would be from 9:00am-1:00pm)
- Sept. 27, 2010- Council adoption of FY 10-11 municipal budget

Westlake Academy / Board of Trustees' Parent Survey

1. Satisfaction with Westlake Academy. Using a scale of 1 to 5 where 5 means “very satisfied” and 1 means “very dissatisfied,” please rate your satisfaction with the following items at Westlake Academy:

<i>How Satisfied are you with:</i>	<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neutral</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>	<i>Don't Know</i>	<i>N/A</i>
A. Teachers/faculty	5	4	3	2	1	9	0
B. Maintenance of the campus	5	4	3	2	1	9	0
C. Suitability of the campus facilities for learning							0
D. IB (International Baccalaureate) curriculum	5	4	3	2	1	9	0
E. The school lunch program	5	4	3	2	1	9	0
F. Extracurricular sports programs	5	4	3	2	1	9	0
G. Other extracurricular programs	5	4	3	2	1	9	0
H. School web site	5	4	3	2	1	9	0
I. Academic progress of your child	5	4	3	2	1	9	0
J. Communications regarding issues/problems related to your child	5	4	3	2	1	9	0
K. Opportunities for parental involvement	5	4	3	2	1	9	0
L. Leadership of Trustees/governing body	5	4	3	2	1	9	0
M. Opportunities for parental input	5	4	3	2	1	9	0
N. Quality of communication from WA	5	4	3	2	1	9	0
O. Methods of communication from WA	5	4	3	2	1	9	0
P. The four House system for students (Thoreau, Wheatley, Whitman, Keller)	5	4	3	2	1	9	0
Q. Effectiveness of the House of Commons	5	4	3	2	1	9	0
R. Effectiveness of the WA Foundation	5	4	3	2	1	9	0
S. Effectiveness of the WAAC	5	4	3	2	1	9	0

2. Which THREE of the items listed above are most important to you? [Write in the letters below using the letters from the list in Question 1 above].

1st.:____ 2nd.:____ 3rd.:____

3. Do you feel your child is emotionally safe at school? ___(1) Yes ___(2) No

4. Do you feel your child is physically safe at school? ___(1) Yes ___(2) No

5. Overall, how satisfied are you with the quality of education provided by Westlake Academy?
 ___(5) Very satisfied
 ___(4) Satisfied
 ___(3) Neutral
 ___(2) Dissatisfied
 ___(1) Very Dissatisfied
 ___(9) Don't know
6. Do you believe you have an adequate understanding of the IB curriculum?
 ___(1) Yes ___(2) No
7. Do you have a child with a learning disability that utilizes special education services?
 ___(1) Yes ___(2) No
- 7a. If yes, are you satisfied with the modifications/services provided by Westlake Academy?
 ___(1) Yes ___(2) No
- 7b. If "No", why not?
8. Would you find a WA newsletter to be of value? ___(1) Yes ___(2) No
- 8a. If yes, would you prefer to receive this via ___(1) email ___(2) postal mail
9. Which of the following are the best ways for Westlake Academy to keep you informed?
 ___(1) E-mails that direct you to the WA website
 ___(2) Hard copies of items posted on the WA website delivered in the HOC folder or similar System
 ___(3) Direct email communication
10. **Planning for the Future.** Using a scale of 1 to 5 where 5 means "extremely important" and 1 means "not important at all," please rate how important it is for Westlake Academy to do the following in the future, if resources are available:

How important is it for Westlake Academy to:	<i>Extremely Important</i>	<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>	<i>Don't Know</i>
A. Expand IB options at the Diploma level	5	4	3	2	1	9
B. Expand the Arts program (music, drama)	5	4	3	2	1	9
C. Continue the Strings program	5	4	3	2	1	9
D. Continue residential (overnight) trips	5	4	3	2	1	9
E. Expand the new media educational opportunities (i.e., video production, on-line journalism)	5	4	3	2	1	9
F. Improve the web site	5	4	3	2	1	9
G. Expand foreign language offerings and opportunities	5	4	3	2	1	9
H. Implement a Spanish immersion program	5	4	3	2	1	9
I. Offer online access to student grades	5	4	3	2	1	9

- 11. Would you support increasing the overall size of the student body at Westlake Academy if the class size remained grade appropriate?**
___(1) Yes
___(2) No
___(9) Don't know
- 12. Which TWO of the following were most important in your decision to originally enroll your child(ren) at Westlake Academy?**
___(1) Quality of teachers/faculty
___(2) Quality of the facilities
___(3) The IB (International Baccalaureate) curriculum
___(4) Extracurricular sports programs
___(5) Other extracurricular programs
___(6) Reputation of the school
___(7) Location of the school
___(8) Cost
___(9) The Academy's status as a "charter" school
___(10) Strings program
___(11) Foreign language offering
___(0) Other: _____
- 13. If your child was not enrolled at Westlake Academy, where would your child most likely be attending school?**
___(1) A public school in the community where you live
___(2) A private school
___(3) Home school
- 14. How important do you think the Blacksmith Apprentice program is to the financial health of the Academy?**
___(1) Very important
___(2) Somewhat Important
___(3) Not sure
___(4) Not important
- 15. Do you annually contribute to the Blacksmith Apprentice program?**
___(1) Yes
___(2) No
- 16. If "No", why not?**
- 17. What do you like BEST about Westlake Academy?**
- 18. What ONE thing would you like to improve most at Westlake Academy?**

DEMOGRAPHICS

19. Do you live in the Town of Westlake? ___(1) Yes ___(2) No

19a. If “Yes”, how important was Westlake Academy in your decision to move to Westlake?

- ___(4) Very important
- ___(3) Somewhat Important
- ___(2) Not sure
- ___(1) Not important

20. How many years have you had at least one child attending Westlake Academy?

_____ years

21. In which grades do you currently have children enrolled at Westlake Academy?

- | | |
|-------------------|---------------------|
| ___(1) K-2 | ___(4) grades 7-8 |
| ___(2) grades 3-4 | ___(5) grades 9-10 |
| ___(3) grades 5-6 | ___(6) grades 11-12 |

22. How many adults in your home are employed full time outside the home?

- ___(0) None ___(1) One ___(2) Two

22a. How can we better accommodate the needs of a working parent or working parents?

OPTIONAL: If you have any other comments please write them in the space provided below.

**WESTLAKE ACADEMY
THANKS YOU FOR COMPLETING THIS SURVEY.**

**Please Return Your Completed Survey in the Enclosed
Postage Paid Envelope Addressed to:**

ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Westlake Academy

Item # 4 –
Workshop
Adjournment

Back up material has not
been provided for this item.

Westlake Academy

Item # 2 – Pledge of Allegiance

Texas Pledge:

*"Honor the Texas
flag; I pledge
allegiance to thee,
Texas, one state under
God, one and
indivisible."*

Westlake Academy

Item # 3 – Citizens' Presentations and Recognitions

This is an opportunity for citizens to address the Board on any matter whether or not it is posted on the agenda. The Board cannot by law take action nor have any discussion or deliberations on any presentation made to the Board at this time concerning an item not listed on the agenda. The Board will receive the information, ask staff to review the matter, or an item may be noticed on a future agenda for deliberation or action.

Westlake Academy

Item # 4 - Consent Agenda Items

CONSENT AGENDA: All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

- a. Consideration of the minutes from the December 7, 2009, meeting.
- b. Consideration of **Resolution 10-01**, Adopting a Policy Regarding International Faculty Recruitment and Retention.



**WESTLAKE ACADEMY
BOARD OF TRUSTEES WORKSHOP & REGULAR MEETINGS**

December 7, 2009

PRESENT: President Laura Wheat and Trustees Carol Langdon, Rick Rennhack and Rebecca Rollins.

ABSENT: Trustees Tim Brittan and Larry Corson

OTHERS PRESENT: Chief Executive Officer Thomas Brymer, School Board Attorney, Janet Bubert, Secretary Kelly Edwards, Finance Director Debbie Piper, Head of Secondary Mark Garcia, Municipal Court Administrator Amanda DeGan and Director of Human Resources and Administrative Services Todd Wood.

WORKSHOP SESSION

1. CALL TO ORDER

President Wheat called the workshop meeting to order at 4:40 p.m.

2. REVIEW OF CONSENT AGENDA ITEMS FROM DECEMBER 7, 2009, TRUSTEES REGULAR MEETING AGENDA.

Chief Executive Officer Brymer provided an overview of the 2010 meeting calendar and various policies on the consent agenda.

3. PRESENTATION AND DISCUSSION OF FORGOTTEN DIAMONDS PROGRAM AND POSSIBLE COLLABORATIVE OPPORTUNITIES WITH WESTLAKE ACADEMY.

The item was discussed last due to technical problems.

Co-founder Kelly Cox provided a presentation and overview of the program and the contributions made by Westlake Academy students.

Discussion ensued regarding partnering opportunities with the Town of Westlake and Westlake Academy.

The Board also discussed adopting a program like this would allow the students to meet their community service requirements and make a difference defining the commitment to community service.

The Board asked Chief Executive Officer Brymer if this program could be incorporated into the Strategic plan, to check further into the Sister Cities program and direct staff to work with Mrs. Cox to discuss some options on how the Town could contribute to the program.

4. DISCUSSION OF THE WESTLAKE ACADEMY QUARTERLY FINANCIAL "DASHBOARD" REPORT FOR THE QUARTER ENDING NOVEMBER 30, 2009.

Finance Director Piper provided an overview of the dashboard.

Discussion ensued regarding the creation of the dashboard, the Blacksmith fund, and how the stimulus money was applied in the report. Finance Director Piper stated the Foundation has received more funds than budgeted and the Academy has a fund balance to allow for 63 operating days.

5. PRESENTATION AND DISCUSSION OF A DRAFT BOARD OF TRUSTEES POLICY CONCERNING IB DIPLOMA EXAM FEES.

Chief Executive Officer Brymer provided an overview and presentation of key points regarding the proposed policy. Funding would be based on budgeting and funding/reimbursement from the state.

Head of Secondary Garcia answered questions related to the fees and the number of students taking the exam.

School Board Attorney Bubert recommended adding additional language to the policy to avoid any confusion regarding the use of public funds for private benefit.

6. DISCUSSION AND CONSIDERATION OF A BOARD POLICY REGARDING INTERNATIONAL FACULTY RECRUITMENT AND RETENTION.

Chief Executive Officer Brymer provided an overview and presentation of key points regarding the proposed policy.

The Board asked how the expenses been paid in the past. Director of Human Resources and Administrative Services Wood stated that all visa costs and fees have been paid for by the Academy at approximately \$4,000 to \$5,000 per visa.

A recommendation was made to add additional language to the policy should a faculty member leave for another position that they reimburse the balance.

7. DISCUSSION OF A PROPOSED POLICY CONCERNING ACADEMIC ELIGIBILITY REQUIREMENTS FOR ATHLETIC/EXTRA-CURRICULAR PROGRAM PARTICIPATION.

Chief Executive Officer Brymer provided an overview and presentation of key points regarding the proposed policy.

Discussion ensued regarding the explanation of the 3 options proposed. Head of Secondary Garcia recommended Option 2 which is similar to a policy adopted by UIL which allows a one class exemption of an AP/honors courses that other schools have adopted as a practice.

8. FUTURE AGENDA ITEMS

- None

9. ADJOURNMENT

There being no further business before the Board, President Wheat adjourned the workshop at 6:43 p.m.

REGULAR SESSION

1. CALL TO ORDER

President Wheat called the Regular meeting to order at 7:00 p.m. with all Trustees present.

2. PLEDGE OF ALLEGIANCE

President Wheat led the pledge of allegiance to the United States and Texas flags.

3. CITIZENS' PRESENTATIONS

- None

4. CONSENT AGENDA

- a. Review and approve minutes of the School Board of Trustees of the workshop and regular meeting held on November 3, 2009.
- b. Consideration of Resolution 09-19 establishing regular meeting dates and procedures and setting the 2010 meeting dates.
- c. Consideration of Resolution 09-20 Adopting the Following Board of Trustees Policies:
 - Campus Facility Renovation/Modification Projects and Capital Projects Guidelines
 - Board Parameters for Staff Recommendations to the Board of Trustees
 - IB Exam Fees
 - Adherence to the Texas Education Agency, International Baccalaureate and Charter Guidelines
 - Student Athletic/Extra Curricular Program Academic Eligibility
- d. Consideration of Resolution 09-21 Adopting Amendments to the Board Policy Regarding Responsibility for Personnel Decisions Policy.

MOTION: Trustee Rennhack made a motion to approve the consent agenda with to item c - IB Exam Fee policy and item d. as discussed with the School Attorney. Trustee Langdon seconded the motion. The motion carried by a vote of 3-0.

5. PRESENTATION AND DISCUSSION OF A RESOLUTION 09-22, APPROVING THE FY 2008-2009 ANNUAL AUDIT REPORT FROM PATTILLO, BROWN & HILL, LLP.

Greg Shropshire provided an overview and answered questions regarding the Annual Financial report.

MOTION: Trustee Rollins made a motion to approve **Resolution 09-22**, approving the FY 2008-2009 Annual Audit report from Pattillo, Brown & Hill, LLP. Trustee Langdon seconded the motion. The motion carried by a vote of 3-0.

6. CONSIDERATION OF RESOLUTION 09-23, ADOPTING THE RECOMMENDATIONS PERTAINING TO WESTLAKE ACADEMY'S MANAGEMENT REPORTING STRUCTURE FROM THE MUNICIPAL CHARTER SCHOOL REPORT PRESENTED TO THE BOARD ON OCTOBER 26, 2009.

Chief Executive Officer Brymer provided an overview and presentation of key points regarding the proposed policy.

MOTION: Trustee Rennhack made a motion to approve **Resolution 09-23**, adopting the recommendations pertaining to Westlake Academy's management reporting structure from the Municipal Charter School Report presented to the board on October 26, 2009. Trustee Langdon seconded the motion. The motion carried by a vote of 3-0.

7. BOARD CALENDAR

- Employee Recognition Banquet
December 9, 2009, 6:30 p.m.
- WA Parents Shopping Day Out
December 19, 2009 (Benefiting Project 2010)
- Spirit Week
February 8-12, 2010
- Admissions Lottery
February 24, 2010
- Spring Break
March 15-19, 2010
- Westlake Academy Gallery Night event
February 26, 2010
- Bandana Bonanza
May 8, 2010
- o Texas Charter Schools Association Conference
May 12-14, 2010
- Westlake Academy Graduation
May 23, 2010

8. FUTURE AGENDA ITEMS

Trustee Rollins Establishing a 30 minute discussion regarding each chapter from Dr. Carpenter's charter school board governance book developing our roles as trustees.

MOTION: Trustee Langdon made a motion to place the item on a future agenda.

Trustee Rollins Discussion of School Trips Policy.

The Board asked the WALT group to review this item and incorporate it into the Strategic Plan.

Trustee Rollins Discussion of a PYP Grading Policy.

MOTION: Trustee Rennhack made a motion to place the item on a future agenda.

Trustee Rennhack Consideration of TAPPS for Athletic Program.

The Board asked staff to explore all options/programs and incorporate it into the Strategic Plan.

9. ADJOURNMENT

There being no further business before the Board, President Wheat asked for a motion to adjourn.

MOTION: Trustee Rennhack made a motion to adjourn the meeting. Trustee Rollins seconded the motion. The motion carried by a vote of 3-0.

President Wheat adjourned the meeting at 7:41 p.m.

APPROVED BY THE BOARD OF TRUSTEES ON JANUARY 4, 2010.

Laura Wheat, Board President

ATTEST:

Kelly Edwards, Board Secretary

Town of Westlake

Memo

To: Honorable President and Members of the Board of Trustees

From: Tom Brymer, CEO

Subject: Regular Meeting of January 4, 2010

Date: December 28, 2009

ITEM

Consideration of a Resolution Adopting a Board Policy Regarding International Faculty Recruitment and Retention.

WESTLAKE ACADEMY MISSION/VISION STATEMENT

Westlake Academy is a nurturing, community owned International Baccalaureate Charter School whose mission is to achieve academic excellence and to develop life-long learners who well balanced, responsible citizens.

WESTLAKE ACADEMY VALUES

- Academic Achievement
- PYP, MYP, DP (IB Continuum)
- Caring Environment
- Fiscal Stewardship
- Communication/Transparency
- Engaged Stakeholders
- Maximizing Each Child's Potential

BACKGROUND: Since its inception as an International Baccalaureate (IB) World school, Westlake Academy has pursued the recruitment of a diverse, international teaching body through the use of stipends and payment of visa costs for faculty recruited from abroad. This effort has been carried out to facilitate for the Academy's students a diversity of teachers, teaching approaches, varying world views, and international-mindedness, all in concert with the IB Learner Profile. To this end, a proposed policy has been drafted for the Board's discussion and consideration establishing guidelines and boundaries for the Chief Executive Officer (CEO) as it relates to recruitment and retention of international faculty at Westlake Academy. This draft policy was discussed at the Board's December 7th workshop with the Board indicating that no changes were needed to the proposed language.

FUNDING: This would vary from year to year, depending on dates of visa expiration. It should be noted that in the past, the Academy has covered expenses related to obtaining its international faculty's visas and paid an annual \$9,000 stipend to them.

RECOMMENDATION: To adopt the resolution approving this policy as presented.

ATTACHMENTS:

1. Resolution Adopting Said Policy for Inclusion in the Board of Trustees' Policy Manual
2. Draft Proposed Policy Re: International Faculty Recruitment and Retention

WESTLAKE ACADEMY

RESOLUTION NO 10-01

ADOPTING A POLICY REGARDING INTERNATIONAL FACULTY RECRUITMENT AND RETENTION

WHEREAS, the Westlake Academy Board of Trustees has considered the following proposed policies during the December 7, 2009, workshop;

WHEREAS, the Westlake Academy Board of Trustees finds this policy will facilitate effective and efficient recruitment to facilitate for the Academy's students a diversity of teachers, teaching approaches, varying world views, and international-mindedness, all in concert with the IB Learner Profile; and

WHEREAS, the Westlake Academy Board of Trustees finds that the passage of this Resolution is in the best interests of the Academy;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

SECTION 1. That the Board of Trustees of Westlake Academy hereby adopts the International Faculty Recruitment and Retention policy, attached as ***Exhibit A*** to this resolution.

SECTION 2. That this Resolution shall become effective upon the date of its passage.

PASSED AND APPROVED ON THIS 4th DAY OF JANUARY 2010.

ATTEST:

Laura Wheat, President

Kelly Edwards, Secretary

Thomas E. Brymer, Chief Executive Officer

APPROVED AS TO FORM:

L. Stanton Lowry, School Attorney

Exhibit A

**TOWN OF WESTLAKE
WESTLAKE ACADEMY
BOARD OF TRUSTEES POLICY**

Policy No. 10-01:

Date Board Adopted:

Date Board Amended:

Effective Date:

Policy Category: Faculty Attraction and Retention

Policy Name: International Faculty Recruitment and Retention

Policy Goal: Establishing Guidelines for the Recruitment and Retention of International Faculty to Enhance School Diversity and International-mindedness

Policy Description: Since its inception as an International Baccalaureate (IB) World school, Westlake Academy has pursued the recruitment of a diverse, international teaching body through the use of stipends and payment of visa costs for faculty recruited from abroad. This effort has been carried out to facilitate for the Academy's students a diversity of teachers, teaching approaches, varying world views, and international-mindedness, all in concert with the IB Learner Profile. To this end, the Chief Executive Officer (CEO) is authorized to recruit internationally or retain existing international faculty subject to the following:

- a.) the CEO will be charged with determining the proper mixture of international and national faculty to provide the best educational services for Academy students.
- b.) when determined to be in the best interests of Westlake Academy students, the CEO may promulgate visa cost sharing arrangements by the Academy to recruit or retain international faculty on a case by case basis, subject to funding availability in the Academy budget and/or Fund 100.
- c.) the CEO is authorized, subject to annual Board budget approval, to pay yearly stipends to the Academy's international teachers with said stipends to be paid only for international staff that, when recruited by the Academy, had to move to the United States.
- d.) any consideration for payment of green card expenses by the Academy related to an international faculty member employed at Westlake Academy can only be made after first receiving the recommendation of the CEO followed by the approval by the Board of Trustees. This consideration is also subject to funding availability in the Academy budget and/or Fund 100.

Westlake Academy

Item #5 Board Calendar

BOARD CALENDAR

- Spirit Week
February 8-12, 2010
- DFW Connector Groundbreaking Ceremony
February 17, 2010 at 11 a.m.
(DFW Connector field office, 440 W. State Highway 114,
Grapevine; Former Grapevine Suzuki dealership)
- Northwest Metroport and Westlake Academy
social networking event and warm spiced cider!
Thursday – Jan 21st – 4:30 p.m.
- Admissions Lottery
February 24, 2010
- Westlake Academy Gallery Night event
February 26, 2010
- Board Meeting
March 1, 2010
- Spring Break
March 15-19, 2010
- Bandana Bonanza
May 8, 2010
- o Texas Charter Schools Association Conference
May 12-14, 2010
- Westlake Academy Graduation
May 23, 2010

Westlake Academy

Item # 6 – Future Agenda Items

FUTURE AGENDA ITEMS: Any Board member may request at a workshop and / or Board meeting, under “Future Agenda Item Requests”, an agenda item for a future Board meeting. The Board member making the request will contact the CEO with the requested item and the CEO will list it on the agenda. At the meeting, the requesting Board member will explain the item, the need for Board discussion of the item, the item’s relationship to the Board’s strategic priorities, and the amount of estimated staff time necessary to prepare for Board discussion. If the requesting Board member receives a second, the CEO will place the item on the Board agenda calendar allowing for adequate time for staff preparation on the agenda item.

Trustee Langdon Discussion of On-line grading.

Trustee Langdon Discussion of incorporating the Communication / IT Plans into the Strategic Plan.

Westlake Academy

Item # 7 – Adjournment

Back up material has not
been provided for this item.
