

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

May 10, 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 MAY 10, 2010, TRUSTEES REGULAR MEETING AGENDA.**

3. CITIZENS' PRESENTATIONS AND RECOGNITIONS:

Presentation of the PYP Exhibition invitation to Board Of Trustees led by Grade 6 students.

Recognitions

- Ciara McMurry as the recipient of the NCWIT (National Center for Women & Information Technology) Aspirations in Computing award.
- Black Cow journalist awards received from the UIL State Journalism completion.
- Art in the Square Youth Art awards.

How well are the students doing?

(ensuring that the right student outcomes are being achieved – focus is on student outcomes and not processes)

4. PRESENTATION AND DISCUSSION OF INFORMATION REGARDING THE WESTLAKE ACADEMY SENIOR CLASS OF 2010.

Is everything occurring appropriately?

(ensuring that operationally inappropriate things are not occurring.)

- 5. PRESENTATION AND DISCUSSION OF A REPORT CONCERNING THE PLANNED ACTIVITIES OF THE WESTLAKE ACADEMY FOUNDATION**
- 6. PRESENTATION AND DISCUSSION OF THE FIRST WESTLAKE ACADEMY ALL FACULTY 'FEDEX DAY' (HELD ON FRIDAY, APRIL 2ND, 2010).**
- 7. DISCUSSION OF BLOCK SCHEDULE PROPOSAL FOR SECONDARY.**
- 8. 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. Consider approval of the Board of Trustees meeting held on April 5, 2010.
- b. Consideration of **Resolution 10-07**, Adopting the 2010-2011 School Calendar.
- c. Consideration **Resolution 10-08**, Adopting a five (5) year strategic plan for Westlake Academy.
- d. Consideration of **Resolution 10-09**, Authorizing Westlake Academy to renew participation with the Region XI Benefits Cooperative for the 2010-2011 school year.

5. BOARD CALENDAR

- New Board Trustee/Council orientation
May 12, 2010
- Texas Charter Schools Association Conference
May 12-14, 2010
- Westlake Academy Graduation
May 23, 2010 at 2:00 p.m.
- Decoration Day
May 31, 2010
- Board Meeting
June 7, 2010
- Board Budget Retreat – Off Site
June 18, 2010 (Friday 9:00 – 1:00)
- Board Meeting (adoption of budget)
August 16, 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.

Tim Brittan

Discussion regarding lunch/cafeteria logistics.

7. 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 notice was posted at the Town Hall of the Town of Westlake, 3 Village Circle, on May 6, 2010, 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.

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- b. Consideration of **Resolution 10-07**, Adopting the 2010-2011 School Calendar.
- c. Consideration **Resolution 10-08**, Adopting a five (5) year strategic plan for Westlake Academy.
- d. Consideration of **Resolution 10-09**, Authorizing Westlake Academy to renew participation with the Region XI Benefits Cooperative for the 2010-2011 school year.

Westlake Academy

Item # 3 – Citizens' Presentations and recognitions

CITIZENS' PRESENTATIONS AND RECOGNITIONS:

Presentation of the PYP Exhibition invitation to Board Of Trustees led by Grade 6 students.

Recognitions

- Ciara McMurry as the recipient of the NCWIT (National Center for Women & Information Technology) Aspirations in Computing award.
- Black Cow journalist awards received from the UIL State Journalism completion.
- Art in the Square Youth Art awards

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees

From: Terri Watson, PYP Coordinator

Subject: Workshop of May 10, 2010

Date: April 21, 2010

ITEM

Discussion of upcoming PYP Exhibition and presentation of invitation to Board of Trustee members led by Grade 6 students.

WESTLAKE ACADEMY MISSION/ VISION STATEMENT

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WESTLAKE ACADEMY VALUES

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

BACKGROUND (policy implications)

The purpose of this presentation is to make the Board of Trustees aware of the upcoming PYP Exhibition on May 27, 2010. The Exhibition represents a significant event in the life of a PYP school and student, synthesizing the essential elements of the PYP and sharing them with the whole school community. It is an opportunity for students to exhibit the attributes of the learner profile that have been developing throughout their engagement with the PYP. Each student demonstrates engagement with the five essential elements of the programme: knowledge, concepts, skills, attitudes and action. It is a transdisciplinary inquiry conducted in the spirit of personal and shared responsibility, as well as a summative assessment activity that is a celebration as students move from the PYP into the MYP.

2010 Exhibition Central Idea: The level of cooperation between communities impacts human and environmental conditions throughout the world.

FUNDING

N/A

RECOMMENDATION

N/A

ATTACHMENTS:

1. Westlake Academy PYP Exhibition Invitation



Westlake Academy

YOU ARE INVITED TO ATTEND!

WHAT: Westlake Academy's Primary Years Programme Exhibition

The Exhibition represents a significant event in the life of a PYP school and student, synthesizing the essential elements of the PYP and sharing them with the whole school community. It is an opportunity for students to exhibit the attributes of the learner profile that have been developing throughout their engagement with the PYP. Each student demonstrates engagement with the five essential elements of the programme: knowledge, concepts, skills, attitudes and action. It is a transdisciplinary inquiry conducted in the spirit of personal and shared responsibility, as well as a summative assessment activity that is a celebration as students move from the PYP into the middle years of schooling.

2010 Exhibition Central Idea: The level of cooperation between communities impacts human and environmental conditions throughout the world.

WHEN: Thursday, May 27
9:00 am – 3:00 pm (come and go)

WHERE: Westlake Academy
2600 Ottinger Road
Westlake, Texas 76262

For more information, please contact Terri Watson, PYP Coordinator, at 817-490-5757 or at twatson@westlakeacademy.org.

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees

From: Mark Garcia, Head of Secondary

Subject: Regular Meeting of May 10, 2010

Date: May 3, 2010

ITEM

Presentation and discussion of information regarding the Westlake Academy Senior Class of 2010.

WESTLAKE ACADEMY MISSION/ VISION STATEMENT

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WESTLAKE ACADEMY VALUES

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

BACKGROUND (including policy implications and options):

The Class of 2010 is the first graduating class of Westlake Academy. We will present information on the status of graduation, college admissions, and other items related to the class.

FUNDING

N/A

RECOMMENDATION

Hearing of the presentation and discussion of this item.

ATTACHMENTS:

None.

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees
From: Tom Brymer, Town Manager/CEO Westlake Academy
Subject: Workshop Meeting of May 10, 2010
Date: May 6, 2010

ITEM

Presentation and Discussion of a Report Concerning the Planned Activities of the Westlake Academy Foundation.

WESTLAKE ACADEMY MISSION/ VISION STATEMENT

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WESTLAKE ACADEMY VALUES

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

BACKGROUND (including policy options and implications):

Per the Council/BOT Advisory Board/Affiliates policy, at least once a year all Town advisory boards and Westlake Academy affiliate groups will meet with the Council and/or Board of Trustees to discuss their past year's activities and those planned for the next twelve months. The purpose of this workshop presentation is to engender coordinated planning and collaboration between the Board and the Westlake Academy Foundation in the pursuit of the Board's strategic objectives for the Academy.

FUNDING: N/A at this time

RECOMMENDATION: Receive the Foundation's report, ask questions, and engage in collaborative dialogue and feedback to and with Foundation President and Executive Director about the Foundation's plans to support the Academy's operations and strategic plans.

ATTACHMENTS:

Advisory Board and Affiliate Communications Policy



Town of Westlake / Westlake Academy

Town Council / Board of Trustees

CITIZEN ADVISORY

BOARD/COMMITTEE/AFFILIATE RELATIONS

AND COMMUNICATIONS POLICY

2008

CITIZEN ADVISORY BOARD/COMMITTEE/AFFILIATE RELATIONS AND COMMUNICATIONS POLICY

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I. POLICY PURPOSE. To establish a clear framework and process for enhanced collaborative interaction, communication, and mutual understanding of roles and responsibilities between the Town Council (TC) and the Board of Trustees (BOT) and their various citizen advisory boards, commissions, committees, and organizations affiliated with the Town of Westlake and/or Westlake Academy.

II. POLICY GOALS. The goals of this policy are:

- A. Enhanced two-way communication between the TC/BOT and its various advisory boards, commissions, committees and affiliate organizations (and vice versa).
- B. Reaching mutual agreement regarding annual programs of work for these various citizen advisory boards, commissions, committees, and affiliate organizations to enhance and assist in the pursuit of the TC's/BOT's strategic priorities.
- C. Achieving a common paradigm that all advisory boards, commissions, committees, and affiliates of the Town of Westlake and Westlake Academy exist to further the TC/BOT strategic agenda and are under the direct control of BOT/TC or, if they are a Westlake Academy affiliate, are under the day-to-day direction of the Head of School.
- D. Creating a clear understanding, coordination, and agreement by the TC/BOT and its citizen advisory boards, commissions, committees, and affiliate organizations as to each group's role, function, and scope of responsibility in terms of their relationship to the Town of Westlake and/or Westlake Academy.
- E. Establishing a direct link between Westlake Academy, its Head of School, and the Academy's Senior Management Team as being the first point of contact for coordinating the activities of Westlake Academy affiliates.

III. POLICY PARAMETERS. To achieve this policy's purpose and goals, the following parameters are put in place:

A. Annual Meeting with Board.

All TC/BOT advisory boards, committees, commissions, and affiliate organizations shall meet at least annually with the TC/BOT to:

- 1.) Report on progress to date in implementing that group's program of work for the current fiscal year
- 2.) Review a proposed program of work for the coming fiscal year as well as submit any budget requests and requested staff resources for this proposed program of work. Said program of work will be discussed within the context of the organization's program of work carrying out the TC's/BOA's strategic plan for both the Town and Westlake Academy. All funding requests should be submitted not later than the July 1st prior to the upcoming fiscal year. Requests received after that time will not be considered until the following fiscal year.
- 3.) Review fund raising activities underway or planned to support the current or proposed plan of work.

- 4.) The chair of each advisory board, committee, and/or affiliate organization shall schedule this annual meeting (or more frequent if needed) through the Town Secretary's office. The TC/BOT may choose to hold these meetings one or two times per year.
- 5.) All affiliates of Westlake Academy, prior to meeting with the TC/BOT, will meet with the Head of School to make sure they their proposed efforts are coordinated through the Head of School and his/her designates.

B. IRS Tax-Exempt Status Requests.

All advisory committees, commissions, boards, and affiliates seeking tax-exempt status from the Internal Revenue Service 501(c)3 must receive prior approval from the TC/BOT. When submitting a request to the TC/BOT to apply for this IRS 501(c)3 status, the organization wishing to apply must be able to demonstrate and illustrate to the TC/BOT the benefits of this status for achieving TC/BOT strategic priorities as well as the advantages of this designation not currently afforded by the Town's existing tax-exempt status. Further, the organization requesting to apply for this 501(c)3 status must be able to demonstrate to the TC/BOT their organizational capacity to administer and comply with all IRS regulations related to this status on an on-going basis.

C. Use of Town and Academy Name, Resources, and Logos.

Any advisory board, commission, or committee, as well as affiliate organizations of the Town or Westlake Academy, that wish to begin using the Town or Academy's name or logo in their operational efforts must receive prior approval from the TC/BOT. Said approval can be withdrawn at any time by the TC/BOT. Additionally, any on-going use of Town facilities, resources, and staff by an advisory committee, commission, board, or affiliate must be requested through the Town Manager's office and is subject to his/her approval prior to on-going utilization of those resources. Requests to add organizations covered by this policy to the Town's insurance policy shall be submitted to the Town Manager for his prior approval before any insurance coverage is extended. If approved, the annual cost of this insurance shall be borne by the requesting organization. Requests to add staff to support any advisory board, commission, committee, or affiliate shall be made through the Town Manger's office as a part of the annual budget preparation process and must be approved in advance by the TC/BOT. This request will include the identification of funding resources to pay for this position, the operational reporting arrangement for this position, and which payroll/insurance program this position will fall under.

D. Fiduciary/Stewardship Responsibilities and Requirements.

All advisory boards, commissions, committees, and affiliates that expend funds through their own bank accounts must first have TC/BOA approval to have separate bank accounts. All such groups will also submit their financial control procedures to the Town Manager or his/her designate for review and approval as to providing acceptable internal control on collection and expenditure of funds from these bank accounts.

Additionally, if this approval for separate bank accounts is authorized by the TC/BOT, a timely annual audit of this account(s) shall be submitted to the Town Manager or his/her designate for presentation to the TC/BOT. Said audit may be conducted by an external CPA auditing firm or may be conducted by the Town's Director of Finance with that decision being made by the Town Manager depending on staff workload requirements at the time. Since the Westlake Academy Foundation has IRS 501(c)3 status at the time of the adoption of this policy, that organization shall, at its cost, utilize the same external auditor concurrently used to audit Westlake Academy finances. This Westlake Academy Foundation audit shall be prepared on a timely basis for presentation to the TC/BOT at the same time that the Academy's audit is presented.

For those advisory boards, commissions, and committees funded by the TC/BOT through the Town or Academy approved budget, use of approved budgetary allocations shall be made on transaction by transaction basis. That is, the chair or president of that organization will identify the vendor they wish to utilize, contact the Town's Director of Finance, and submit necessary invoices so that the vendor can be paid by the Town for goods/services rendered to that advisory committee, commission, or board from their TC/BOT approved budget. Use of approved Town budgeted funds by these organizations shall be in accordance with State purchasing statutes and Town purchasing policies.

All by-laws for proposed for citizen advisory boards, commissions, committees, and organizations affiliated with the Town of Westlake and/or Westlake Academy shall first be reviewed and approved by the TC/BOT.

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees

From: Jamie Schmitz, Head of Primary

Subject: Workshop of May 10th, 2010

Date: April 26th, 2010

ITEM

Presentation and discussion of the first Westlake Academy all faculty 'FedEx Day' (held on Friday, April 2nd, 2010) by CEO-Tom Brymer, Head of Primary-Jamie Schmitz, Head of Secondary-Mark Garcia, and various faculty representatives

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WESTLAKE ACADEMY VALUES

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

BACKGROUND (policy implications)

In summary, 'FedEx Day' is time set aside for faculty to work on whatever they choose, with a skew toward bettering the organization in some way or another:

The goals of 'FedEx Day' are:

- Foster creativity
- 'Scratch itches'-every educator has something that they would like to see improved, or something they would like to see developed
- Spike-often, creative ideas don't get traction because we don't understand how they would work or what benefit they would provide
- Have fun-institutions like 'FedEx Day' make Westlake Academy a fun place to work

-The following 'charge' was presented to all faculty on the morning of Friday, April 2nd, 2010:

***There is only one rule:** you must deliver something and you must deliver it by “report out” time at 3:00pm. It can be a new idea, a better internal process, or anything else, AS LONG as it is directly related carrying out the Westlake Academy’s mission, vision and values and/or any or all of the five (5) desired outcomes set out in the soon to be adopted strategic plan for Westlake Academy. It can be something in the strategic plan that you wish to take on. It does not have to be something directly related to your current role at Westlake Academy.*

FUNDING

N/A

RECOMMENDATION

N/A

ATTACHMENTS:

None.

Town of Westlake

Memo

To: Honorable President and Members of the Board of Trustees

From: Tom Brymer, Chief Executive Officer
Ben Nibarger, Administrative Coordinator

Subject: Workshop Meeting of April 5, 2010

Date: March 30, 2010

ITEM

Discussion of Block Schedule Proposal for Secondary Curriculum

WESTLAKE ACADEMY MISSION/VISION STATEMENT

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BACKGROUND: Staff began exploring this option in late 2009 and in early 2010 and identified that it had promise for improving curriculum offerings in the Academy's Secondary program. With that as the focus, information was presented at the Board's February 1, 2010 and March 1, 2010 workshops regarding this block schedule proposal for the Secondary program.

Two options (A & B) regarding use of a block schedule were presented to the Board. **Option A** would convert the current Secondary schedule to a block schedule utilizing approximately the current student enrollment, but would not allow for additional Secondary course offerings.

Option B would convert the current Secondary schedule to a block schedule with new course offerings requiring approximately 60 new students in Grades 7-10 to form a third section in order to have enough students to form for these new classes. Option B would also require 5 new teachers for these new course offerings.

At the February Board workshop the Board indicated an interest in having the staff further investigate the Option B proposal including developing a mock master block schedule. This mock schedule along with other information was presented at the March workshop. At the March workshop the Board had new questions and requests for further information for which the staff is to bring back and present on at the April workshop. In the meantime, the Board did indicate it was in agreement with the staff request to begin advertising in appropriate venues for teachers to fill the new positions this Option B proposal would require. This was requested in order to take advantage of the teacher recruitment season, if the Board decides to move ahead

with this proposal. The Board also indicated they would like the staff to begin communicating these options to the parent body. On March 23rd and 25th, parent information meetings were held to inform the parent body about this proposal as well as answer questions and hear concerns about it. A total of approximately 80 parents attended, with some attending both meetings. Notes from these meetings of the questions asked and concerns expressed will be furnished to the Board.

At the April Board meeting staff made an extensive presentation to address issues that had been raised at the parents' information meetings as well as address Board questions that had been raised at the March meeting. Following extensive Board discussion, the Board asked for additional information be provided including information related to an Option C which would display the impact of a phased in Option B. Staff advised the Board that by their May meeting, staff would have a better idea of the quality of the new teacher applications and our ability to have top teaching talent on-board in time for the next school year.

FUNDING: Financial analysis has been presented at the Board's February and March workshops with additional information to be presented at this meeting. There are budgetary impacts of Option B since, as described above, it would require additional students and teachers for the new course courses it would offer.

RECOMMENDATION: Since the April workshop, staff has continued to work on implementation issues related to the logistical concerns of recess/breaks, lunch, traffic circulation, and lockers. A test of a part of the recommendations from a recent campus traffic study has been conducted. Also we have begun review of teacher applications and conducted some interviews.

However, due to the busy time of the school year, we have not made enough progress on the teacher selection process (particularly with international applicants). We still have additional planning work that must be done to address shortening the lunch schedule. Also, we do have plans to construct additional parking spaces this summer, but timing will be close. And, while we can move now on improving our new student on-boarding processes, again the time frame for doing that work by the beginning of school is fairly compressed.

With all that in mind, it is recommended that for the upcoming 2010-11 school year to move forward with the Option A which converts our existing schedule to a block A/B schedule and move forward with plans and intent to implement Option B in the following school year 2011-12.

ATTACHMENTS: None. However, the Power Point presentation from the parent information meetings held on March 23 and 25, 2101 as well as the FAQ sheet (frequently asked questions) distributed at the meeting is available on the WA web site at <http://www.westlakeacademy.org/visitors/>.

Westlake Academy

Item # 8 –
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

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.

Westlake Academy

Item # 4 - Consent Agenda Items

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- a. Consider approval of the Board of Trustees meeting held on April 5, 2010.
- b. Consideration of **Resolution 10-07**, Adopting the 2010-2011 School Calendar.
- c. Consideration **Resolution 10-08**, Adopting a five (5) year strategic plan for Westlake Academy.
- d. Consideration of **Resolution 10-09**, Authorizing Westlake Academy to renew participation with the Region XI Benefits Cooperative for the 2010-2011 school year.



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

April 5, 2010

PRESENT: President Laura Wheat and Trustees, Tim Brittan, Larry Corson, Carol Langdon, Rick Rennhack, and Rebecca Rollins.

ABSENT:

OTHERS PRESENT: Chief Executive Officer Thomas Brymer, Attorney Janet Bubert, Secretary Kelly Edwards, Head of Secondary Mark Garcia, Head of Primary Jamie Schmitz, PYP Coordinator Terri Watson, DP Coordinator, Stacy Stoyanoff, Secondary Counselor Sonya Barron, Administrative Services Coordinator Ben Nibarger, Municipal Court Administrator Amanda DeGan and Director of Parks and Recreation and Facilities Troy Meyer.

Workshop Session

1. CALL TO ORDER

President Wheat called the workshop meeting to order at 4:37 p.m.

2. REVIEW OF CONSENT AGENDA ITEMS FROM APRIL 5, 2010, TRUSTEES REGULAR MEETING AGENDA.

Trustee Rennhack asked questions regarding the proposed Nepotism policy.

Chief Executive Officer Brymer responded regarding the difficulties and possible issues that could arise in a small organization.

Is everything occurring appropriately?

(ensuring that operationally inappropriate things are not occurring.)

3. PRESENTATION AND DISCUSSION OF BLOCK SCHEDULING.

Chief Executive Officer Brymer and Academy Staff members presented the Block Schedule proposal, Option B.

Chief Executive Officer Brymer provided background information and experiences while working with the academy and the variety of student's aptitudes and abilities while providing all students an opportunity to achieve success.

Head of Secondary Garcia provided an overview model drawing for the current diploma process and current course offerings. Juniors currently have the option to select Economics and will be able to take Physics next year. If they could provide additional IB selections the students could chose their courses to pursue a higher level of instruction so they could move forward in more areas and personalize their electives.

DP Coordinator Stoyanoff provided a breakdown of Option B and reviewed the suggested new MYP course offerings.

Head of Secondary Garcia provided an overview of the mini TOK and breakdown of Option B suggested new DP course offerings and reviewed the new student on-boarding process that would include pre and post lottery information meetings with families.

Administrative Services Coordinator Nibarger provided an overview of the financial considerations of 16 and 18 students per class.

Discussion ensued regarding the options for Higher Level and Lower Level students integrating into the academy. Head of Primary Schmitz provided an explanation of the IB understanding that students learn at different levels and there is differentiation in the class room.

Other secondary considerations were discussed such as recess, lunch, parking, and flag. Carol asked about including recess for lower grades. The lunch schedule would not change with the implementation of the block scheduling. Rebecca asked about Seniors leaving for lunch. Staff indicated that a 30 minute period would be tough for students to make it back on time.

President Wheat asked if phasing in the classes would defer the new course offerings. Staff stated yes it would delay the course offerings.

Discussion also ensued with Attorney Bubert if the school could legally identify deficiencies and set forth a plan for remedial work, if there could be a contingency requirement for admission and the enforcement ability of the parent student contract signed prior to enrolling into the school.

Trustee Corson asked if Staff could create an Option C . The Board would like to review a scenario that would allow the addition of 5 teachers and phasing in students as if there were no financial restrictions. Chief Executive Officer Brymer stated it could be prepared by the next meeting.

President Wheat thanked staff for all the efforts regarding the proposed Block Scheduling.

4. ADJOURNMENT

There being no further business before the Board, President Wheat adjourned the workshop at 7:25 p.m.

Regular Session

1. CALL TO ORDER

President Wheat called the Regular meeting to order at 7:50 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 AND RECOGNITIONS:

Becky Rodgers, 1730 J.T. Ottinger Road, Westlake addressed the Board regarding suggestions to increase the quality of food offered by the cafeteria and possibly adding cold and hot service would help alleviate the long line providing more time for students to eat their lunches.

Karen Osborne, 1803 Millstream Ct., Westlake addressed the Board regarding how the students compare academically to other ISDs and if adding additional students would be lowering the academic bar.

Ange Bumgarner, 1700 Imperial Springs, addressed the Board regarding the pursuit of increasing the number of students in the upper grades. She feels there are issues regarding overcrowding and that should be resolved before hiring more teachers and asked the Board consider the original idea of Westlake Academy was the IB and small class sizes.

Marla Goode, 1405 Lizzy Ct., Keller, addressed the Board regarding the addition of Block Scheduling for the fall schedule.

Julie Timmerman, 5925 Mahotea Boone Trail, Westlake, addressed the Board regarding the addition of increasing the class sizes and to bringing on all of the new students at on-board at once.

Debra Ziegler, 14000 Allen Trail, Roanoke, addressed the Board regarding Block Scheduling and the addition of an entire class per grade for next year.

4. **CONSENT AGENDA**

- a. Consider approval of the Board of Trustees meeting held on March 1, 2010.
- b. Consideration of **Resolution 10-02**, Approving a Nepotism policy.
- c. Consideration of **Resolution 10-03**, Approving a new 403(b) administrator through the Region XI Benefits Cooperative.
- d. Consideration of **Resolution 10-04**, Adopting a policy relative to the use of academy facilities for non-school affiliate groups.
- e. Consideration of **Resolution 10-05**, Adopting of the Primary Assessment and Reporting Policy.
- f. Consideration of **Resolution 10-06**, Authorizing the CEO of Westlake Academy to enter into an agreement with Parker School Uniforms as the Academy's preferred vendor for shoes.

Trustee Rennhack asked items a and b be removed for discussion.

Trustee Corson asked item f be removed for discussion.

MOTION: Trustee Brittan made a motion to approve items c, d and e of the consent agenda. Trustee Corson seconded the motion. The motion carried by a vote of 5-0.

MOTION: Trustee Brittan made a motion to approve the item a amending the minutes as discussed. Trustee Langdon seconded the motion. The motion carried by a vote of 5-0.

MOTION: Trustee Rennhack made a motion to approve item a of the consent agenda. Trustee Rollins seconded the motion. The motion carried by a vote of 5-0.

Discussion ensued regarding the policy and the effects of hiring relatives could have on a small organization.

MOTION: Trustee Brittan made a motion to approve item b of the consent agenda. Trustee Rollins seconded the motion. The motion carried by a vote of 3-2. Trustees Corson and Rennhack voted in opposition.

MOTION: Trustee Corson made a motion to approve item f of the consent agenda adding language that families are not required to purchase uniforms from Parker Uniform. Trustee Langdon seconded the motion. The motion carried by a vote of 5-0.

5. PRESENTATION AND DISCUSSION OF INFORMATION REGARDING THE WESTLAKE ACADEMY SENIOR CLASS OF 2010.

Head of Secondary Garcia, DP Coordinator Stoyanoff, and Secondary Counselor Barron provided an update on the graduation ceremony, the number of graduates and colleges they will be attending.

Counselor Barron provided a College application update showing that 100% of the Senior Class has been accepted to at least one college and collectively the class has been offered over \$2,300,000 in scholarship monies.

DP Coordinator Stoyanoff provided an overview of the Senior Class stating 21 of the 24 seniors will be sitting for all of the IB exams and faculty predicted 71% of the students will pass the IB exams. He also mentioned that the month of April is designed for students to study for the IB exams and scores would be available for viewing in July.

6. CONSIDERATION OF RESOLUTION 10-07, ADOPTING THE 2010-2011 SCHOOL CALENDAR.

Chief Executive Officer Brymer asked that this item be removed to be reviewed again with staff and the faculty.

MOTION: No Action

7. DISCUSSION OF THE QUARTERLY FINANCIAL DASHBOARD REPORT FOR THE QUARTER ENDED FEBRUARY 28, 2010.

Chief Executive Officer Brymer provided an overview of the dashboard.

8. CONSIDERATION RESOLUTION 10-08, ADOPTING A FIVE (5) YEAR STRATEGIC PLAN FOR WESTLAKE ACADEMY.

Court Administrator DeGan provided a presentation and overview of the revisions made to the plan.

Discussion ensued regarding the timeline of implementation, presenting updates to the board, times to review the complete plan, adding additional benchmarking opportunities and financial feasibility information.

MOTION: No Action

9. DISCUSSION OF BOARD OF TRUSTEE GOVERNANCE AS ILLUSTRATED IN DR. BRIAN CARPENTER'S *AN INTRODUCTION TO EFFECTIVE CHARTER SCHOOL GOVERNANCE*, CHAPTERS 1-2.

10. BOARD CALENDAR

- Bandana Bonanza
May 1, 2010
- Election Day
May 8, 2010
- Board Meeting
May 10, 2010
- New Board Trustee/Council orientation
May 12, 2010
- Texas Charter Schools Association Conference
May 12-14, 2010
- Westlake Academy Graduation
May 23, 2010
- Decoration Day
May 31, 2010
- Board Meeting
June 7, 2010
- Board Budget Retreat – Off Site
June 18, 2010 (Friday 9:00 – 1:00)
- Board Meeting (adoption of budget)
August 16, 2010

11. FUTURE AGENDA ITEMS

Rick Rennhack Home Schooled children participating in WA sports.

MOTION: Trustee Brittan agreed to place the item on a future agenda.

Carol Langdon A student parking lot with student only access off of Ottinger Road.

MOTION: Trustee Corson agreed to place the item on a future agenda.

12. 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 5-0.

President Wheat adjourned the meeting at 10:15 p.m.

APPROVED BY THE BOARD OF TRUSTEES ON MAY 10, 2010.

Laura Wheat, Board President

ATTEST:

Kelly Edwards, Board Secretary

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees

From: Ben Nibarger, Administrative Coordinator

Subject: Regular Meeting May 10, 2010

Date: May 4, 2010

ITEM

Consideration of a Resolution authorizing the expedited State waiver for early release and in-service work days for the 2010-11 school calendar.

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 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 (including policy implications and options):

The school administration has proposed a school calendar for the 2010-11 school year. The calendar meets all the requirements of the TEA for 180 instructional days minus the allotted number of staff In Service days, early release days and start date. The Academy consulted surrounding school districts when drafting this calendar. Once passed by the School Board the calendar will be submitted to TEA for final approval.

FUNDING

N/A

RECOMMENDATION

N/A

ATTACHMENTS:

Expedited State Waiver
Resolution

WESTLAKE ACADEMY

RESOLUTION NO. 10-07

AUTHORIZING THE 2010-2011 SCHOOL CALENDAR AND APPROVING REQUEST FOR STATE WAIVER.

WHEREAS, the Westlake Academy Board of Trustees has considered the proposed 2010-2011 school calendar and the proposed State Expedited Waiver; and

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

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 proposed 2010-11 School Calendar (**Exhibit 'A'**) and authorizes the school administration to request the State Expedited Waiver.

SECTION 2. That this Resolution shall become effective upon the date of its passage, but contingent upon approval by the TEA.

PASSED AND APPROVED ON THIS 10TH DAY OF MAY 2010

Laura Wheat, President

ATTEST:

Kelly Edwards, Secretary

Tom Brymer, Chief Executive Officer

APPROVED AS TO FORM:

L. Stanton Lowry, School Attorney

Westlake Academy

2010-2011 School Calendar

Dates at a Glance

August 2010						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	N	N	14
15	EP	EP	EP	EP	EP	21
22	23	24	25	26	27	28
29	30	31				

September 2010						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	H	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	EP	23	24	25
26	27	28	29	30		

October 2010						
Su	M	Tu	W	Th	F	Sa
					1	2
3	EP	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November 2010						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	EP	18	19	20
21	H	H	H	H	H	27
28	29	30				

December 2010						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	H	H	H	H	H	25
26	H	H	H	H	H	

January 2011						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	H	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February 2011						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March 2011						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	H	H	H	H	H	19
20	21	22	23	24	25	26
27	28	29	30	31		

April 2011						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	EP	12	13	14	15	16
17	18	19	20	21	EP	23
24	25	26	27	28	29	30

May 2011						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	H	31				

June 2011						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July 2011						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2 - 6	Student Registration
August 9 - 13	New Student Orientation
August 12 - 13	New Teacher Orientation
August 16 - 20	Staff Development
August 20	Teacher Prep Day
August 23	First Day of School
September 6	Holiday
September 22	Staff Development/Student Holiday
October 1	Staff Development/Early Release
October 4	Staff Development/Student Holiday
October 20	Staff Development/Early Release
November 17	Staff Development/Student Holiday
November 22 - 26	Thanksgiving Holiday
December 15 - 17	Early Release Secondary/Exams
December 20 - 31	Winter Holiday
January 17	Holiday/Martin Luther King Day
January 19	K - 6 Parent Conference/Early Release
	7 - 12 Staff Development/Early Release
February 16	Staff Development/Early Release
March 14 - 18	Spring Break
April 11	Staff Development / Bad Weather Make-Up Day
April 22	Staff Development / Bad Weather Make-Up Day
May 11	Staff Development/Early Release
May 30	Holiday
May 31 - June 2	Early Release Secondary/Exams
June 3	Last Day of School/Early Release

Student Instructional Days 177
Teacher Work Days 187

- School Closed
- Early Release Day
- EP Employee Planning (no school for students)
- H Holiday
- N New Teacher Orientation
- Report Cards
- First and Last Day of School
- △ Parent Teacher Conferences

- TAKS Testing Days
- ⚡ Bad Weather Make-Up



APPLICATION FOR EXPEDITED AND GENERAL STATE WAIVERS

General Instructions. For Expedited Waivers, please complete Sections 1, 2, 3, and 4. For General State Waivers, please complete Sections 1, 2, 3, 5, and 6. **Bolded** items in Section 2 and Section 3 must be completed. Please direct questions to the State Waiver Unit at (512) 463-9630 or www.tea.state.tx.us/waivers.

SECTION 1. PLEASE COMPLETE THIS SECTION FOR ALL WAIVERS.

District Name: Westlake Academy County/District No. 220 - 810
 Address: 2600 J T Ottinger Rd Telephone No. (817) - 490 - 5757
 City, State, Zip: Westlake, TX 76262 Fax No. (817) - 490 - 5777
 Contact Person: Ben Nibarger Telephone No. (817) - 490 - 5762
 Email: bnibarger@westlakeacademy.org

SECTION 2. PLEASE COMPLETE THIS SECTION FOR ALL WAIVERS.

Superintendent: Tom Brymer _____ Signature _____
 Dr. Mr. Typed Name
 Mrs. Ms.
 Board President: Laura Wheat _____ Signature _____
 Typed Name
Date Board Approval: _____
Board Vote – For _____ **Against** _____ **Abstain** _____ **Absent** _____

SECTION 3. PLEASE COMPLETE THIS SECTION FOR ALL WAIVERS.

Comments of appropriate Site-Based Decision Making Committee: _____

SBDM Committee Chairperson Signature _____

SECTION 4. EXPEDITED WAIVERS. PLEASE CHECK ALL THAT APPLY.

Staff Development Waiver, pursuant to Texas Education Code (TEC) §25.081. This waiver allows the district or charter school to train staff on various educational strategies designed to improve student performance in lieu of a maximum of three days of student instruction. Please state the number of days requested. 3
 Please check the years requested: 2010-2011 2011-2012 2012-2013

Reading/English Language Arts; Mathematics; Science; and/or Social Studies Staff Development Waiver, pursuant to TEC §25.081. This waiver allows the district or charter school to conduct additional staff training for reading/english language arts, mathematics, science, or social studies strategies aligned with the Texas Essential Knowledge and Skills in lieu of a maximum of two days of student instruction.
 Please check no more than two subject areas for only one day each:
 Reading/English Language Arts _____ Mathematics 1 Science 1 Social Studies _____
 Please check the years requested: 2010-2011 2011-2012 2012-2013

Staff Development through Participation in Eligible Conferences Waiver, pursuant to TEC §25.081. This waiver allows the district or charter school to send staff to eligible conferences for staff development to improve student performance in lieu of one day of student instruction.
 Please check the years requested: 2010-2011 2011-2012 2012-2013

Early Release Waiver, pursuant to TEC §25.082(a). This waiver allows the district or charter school to conduct school for less than seven (7) hours for a total of six (6) days of student instruction to provide additional training in educational methodologies and/or to provide time to meet the needs of students and local communities. Please state the number of days requested. 6
 Please check the years requested: 2010-2011 2011-2012 2012-2013

Modified Schedule/TAKS Testing Days Waiver, pursuant to TEC §25.082(a). This waiver allows the district or charter school to modify the schedule of classes on TAKS testing days during the current school year to reduce interruptions during testing periods.
 Please check the years requested: 2009-2010 2010-2011 2011-2012

SECTION 4. EXPEDITED WAIVERS

TEXTBOOK WAIVERS: Pursuant to TEC §7.056. This waiver allows school districts and open enrollment charter schools the opportunity to purchase instructional materials and obtain reimbursement up to the state maximum cost called for in a proclamation, for which no textbook was offered for consideration by publishers. These courses include, but are not limited to:

- Proclamation 1997: Remedial Reading Grade 6:**
2010-2011 2011-2012 2012-2013
- Proclamation 1999: Photojournalism, Astronomy; AP Environmental Science; IB Environmental Systems; and AP Human Geography:**
2010-2011 2011-2012 2012-2013
- Proclamations 2001 and 2002: Business Education; Technology Education/Industrial Technology Education; Trade and Industrial Education; Languages Other Than English; and Fine Arts:**
2010-2011 2011-2012 2012-2013
- Proclamation 2004: IB Mathematical Studies Subsidiary Level; IB Mathematical Higher Level; and IB Advanced Mathematics Subsidiary Level.**
2010-2011 2011-2012 2012-2013

A complete list of subjects eligible for waivers and the maximum costs allowed may be viewed at:

<http://www.tea.state.tx.us/textbooks/waivers/subjectsnobids.pdf>

Foreign Exchange Student Waiver, pursuant to TEC §25.001(e). This expedited waiver allows the district to limit the number of foreign exchange students to a number that is not less than five per high school. An application to limit the number to less than five per high school must be submitted as a general waiver. The number requested by the district for an expedited waiver is __ (state number of students) per high school. The waiver is subject to the provisions in the attached guidelines and FAQ <http://www.tea.state.tx.us/waivers/ForeignExchangeGuidelines.doc> <http://www.tea.state.tx.us/waivers/ForeignExchangeFAQ.doc>.

The waiver will be issued if it is determined that admission of more than this number indicated will (check all that apply):

- (1) create a financial or staffing hardship for the district;
- (2) diminish the district's ability to provide high quality educational services for the district's domestic students; or
- (3) require domestic students to compete with foreign exchange students for educational resources.

Please check the years requested: 2010-2011 2011-2012 2012-2013

SECTION 5. PLEASE COMPLETE THIS SECTION & SECTION 6 FOR GENERAL WAIVERS

- Course Requirement
 - Pregnancy Related Services On-Campus CEHI
 - Study of Electronic Courses
 - Other Specify Additional Early Release Days
- For foreign exchange student waiver, description must address the circumstances applicable to the district under TEC § Section 25.001(e) (1), (2), or (3). Please submit local policy with application.
<http://www.tea.state.tx.us/waivers/ForeignExchangeGuidelines.doc>
<http://www.tea.state.tx.us/waivers/ForeignExchangeFAQ.doc>

Disciplinary Alternative Education Programs, pursuant to TEC 37.008(g). This waiver allows the district to use more than 18% of the district's SCE allotment to provide supplemental services for disciplinary alternative education programs established under Section 37.008. The school district is required to state the reason for needing to exceed the 18% limit and to report the number of students in each grade level, by demographic subgroup, not making satisfactory progress under the state's assessment system. The district is also required to submit a copy of their district/campus improvement plan which provides a description of their disciplinary alternative education program for TEA review. The district/campus improvement plan must conform to the requirements in TEC Section 11.252 and 11.253 and the Financial Accountability Resource Guide, 9.2.3. This waiver is granted for one year and the waiver must be resubmitted in writing by July 20 through the Texas Education Agency waiver office for each subsequent year, in accordance with TEA policies and deadlines for filing. Please state the total percentage of the district's SCE allotment that is being requested to provide supplemental services at the DAEP. _____

SECTION 6. COMPLETE THIS SECTION FOR ALL WAIVERS OTHER THAN EXPEDITED WAIVERS.

PLEASE USE SEPARATE PAGE.

1. Give a brief narrative description of the requested waiver.
2. Does the district or campus plan reflect the need for this waiver? If yes, what is the specific objective impacted by the waiver?
3. Cite the Texas Education Code or the Texas Administration Code that the district or campus wishes to waive?
4. Describe the plan to be implemented, if the waiver is granted.
5. How will granting this waiver help achieve the district's or campus' objective?
6. Please explain how the school district or campus will evaluate the impact of the waiver towards meeting the district's or campus' goal.
7. Please specify the school years for which the waiver is requested, to a maximum of three years.

2010-2011 2011-2012 2012-2013

ALL APPLICATIONS SHOULD BE MAILED OR FAXED. THE FAX NUMBER IS (512) 475-3666.

State Waiver Unit | Texas Education Agency | 1701 North Congress Avenue | Austin, TX 78701-1494 | Phone (512) 463-9630

Town of Westlake

Memo

To: Honorable President and Members of the Board of Trustees

From: Tom Brymer, CEO

Subject: Regular Meeting of May 10, 2010

Date: May 3, 2010

ITEM

Consideration of Resolution adopting a Five (5) Year Strategic Plan for Westlake Academy.

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

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 was presented to the Board at its January workshop. Board discussion of this draft strategic plan began at the Board's Jan. 4, 2010 workshop and concluded at its Feb. 1, 2010 workshop. Since that time, staff has been taking the Board's input and using it to shape this proposed final draft of this strategic plan.

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

At the April 5, 2010 meeting, a proposed final draft of the document was presented and tabled subject to further revisions desired from Board discussion that was had to include a teacher survey as well as researching the feasibility of establishing a sister-school relationship with another IB school in order to provide a Spanish immersion experience for the students.

In addition, revisions were made to the Specific Outcome relating to long-term financial stability to attempt to more clearly delineate goals related to operational efficiencies for the school and to establish benchmarks consistent with the recommendations provided to the Board in Board training conducted by Dr. Brian Carpenter on July 2, 2009. An activity was included to review the finances of the Academy relative to other IB and Charter schools for both operational and debt service expenditures. Also, language in the draft plan was revised to specify an annual Board review of the Academy's financial policies and move towards using them as the guide to base decisions on related to recovering all indirect and direct cost (excluding debt service).

FUNDING

Funding impacts will fluctuate with each program/goal as it is implemented. All expenditures will be reviewed based upon funding limitations and budgetary authority granted by the Board of Trustees and/or Town Council.

RECOMMENDATION

Recommend adoption of Resolution 10 - _____ creating the Westlake Academy Five (5) Year Strategic Plan. The WA Strategic Plan will then become a key guide for allocation of staff time and Town resource proposals to pursue the Plan's strategic initiatives over the next 5 years. This is a plan and will need to be revisited by the Board and staff on a regular basis.

ATTACHMENTS:

Resolution

Westlake Academy Strategic Plan

WESTLAKE ACADEMY

RESOLUTION 10-08

APPROVING AND ADOPTING A STRATEGIC PLAN FOR WESTLAKE ACADEMY.

WHEREAS, the Board of Trustees for Westlake Academy has determined that effective governance of the Westlake Academy requires a multi-year focus that can best be provided by a strategic plan formulated by the Board-staff team; and,

WHEREAS, the Westlake Academy Board of Trustees has invested significant Board and staff time over the last several months in an off-site planning retreat as well as subsequent workshops to formulate vision, values, and mission statements to guide the creation of a strategic plan and has reviewed drafts of this strategic plan; and,

WHEREAS, the Board of Trustees has determined that this strategic plan allows for a multi-year focus on the Board's governance priorities for Westlake Academy, as well as the allocation of Board and staff time and resources to pursue those priorities; and,

WHEREAS, the Board of Trustees has determined that approving this strategic plan provides opportunities to measure implementation of the plan, integrate it with other governance and management processes, and shall be reviewed by the Board at least annually for any updates and/or revisions that the Board determines are necessary to make the plan as effective as possible; and

WHEREAS, the Board of Trustees finds that the passage of this Resolution is in the best interest of the citizens of Westlake as well as the students, their parents, and faculty of Westlake Academy;

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

SECTION 1. THAT, all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2. THAT, the Board of Trustees Westlake Academy, hereby approves the attached strategic plan for Westlake Academy attached to this resolution as *Exhibit "A*.

PASSED AND APPROVED ON THIS 10th DAY OF MAY, 2010.

ATTEST:

Laura Wheat, President

Kelly Edwards, Secretary

Thomas E. Brymer, Chief Executive Officer

APPROVED AS TO FORM:

L. Stanton Lowry, School Attorney



A C A D E M Y

International World School



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2600 J. T. Ottinger Road
Westlake, Texas 76262

Phone: (817) 490-5757
Fax: (817) 490-5758

www.westlakeacademy.org

STRATEGIC PLAN

A central tenet of the Town of Westlake is the belief that communities with the brightest future are those where knowledge is highly valued and its goals and objectives are based on acquiring an education, learning together and imparting knowledge to our future generations. In Westlake's case, those generations are found in the students attending the Academy now and in the future. In keeping with this philosophy, Westlake Academy is the only municipally owned and operated Charter School in the State of Texas and as such, is the largest operating department of the Town of Westlake.

The development of the Strategic Plan is designed to provide the Westlake community, our faculty, students, and parents as well as our peer schools with the knowledge necessary to understand the direction of the Academy as well as the emphasis the Board of Trustees places in educating our next generation of leaders.

The Strategic Plan contains the mission, vision, and values of Westlake Academy as defined by the Academy's Board/Staff team. The Plan is intended to equip our faculty, parents, students, administration and the Board with a "road map" to pursue the desired outcomes that move the school closer to this vision and ultimately, to the highest level of student success we can attain with the resources provided.



Presented On: April 5, 2010

Governance Structure



Westlake Academy is governed by a six (6) member Board of Trustees comprised of the Board President and five (5) Trustees. These positions serve a dual role – as both the Academy’s governing board and the Town Council for the Town of Westlake. The Trustees serve two (2) year staggered terms of office and are responsible for the governance of the school, which includes adopting policies related to educational services and programs, approving the annual budget and appointment of members to the Westlake Academy Foundation.

The Board also appoints the Chief Executive Officer of the school, who is responsible for the Academy’s daily operations, staff appointment/management, plant maintenance, and financial administration. In addition, the CEO functions as the Town Manager for the Town of Westlake.

MISSION / VISION

“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.”

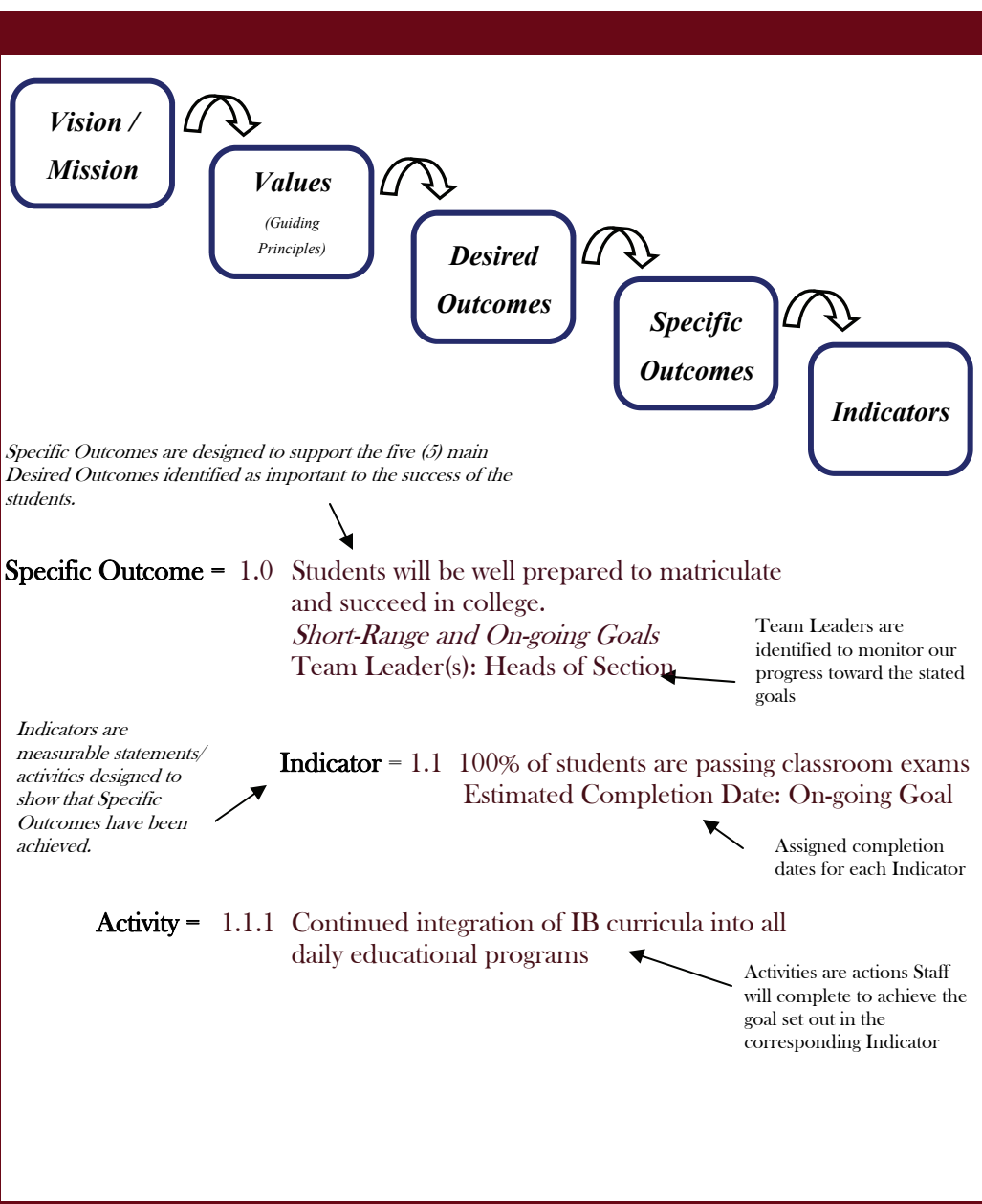
VALUES (GUIDING PRINCIPLES)

- Academic success through the 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



Strategic Plan Overview

The strategic plan is the result of many hours of review and discussion with the Board of Trustees, and Westlake Academy Staff, which spanned a year-long process where we gathered information, discussed our long-range goals and developed comprehensive guidelines to ensure student success. The Board met, during a planning retreat, to develop the mission / vision statement and identify the values that were important to the Academy. The plan was then expanded to include five (5) Desired Outcomes which the Staff used to develop Specific Outcomes, Indicators and Activities to accomplish these directives.



Specific Outcomes are assigned a deadline relative to the time anticipated it will take to complete the task.

Short Range = 1 - 2 years
 Mid-Range = 2 - 3 years
 Long Range = 3 - 5 years and On-going

Description of Desired Outcomes



~ **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 the IB inquiry-based, student-centered curricula

Highlights of Westlake Academy

- Westlake Academy is the **only** school in the state of Texas to provide their students with all three IB programs — Primary Years, Middle Years and the Diploma Program; and **one of five schools** to offer all three in the United States.
- Provides numerous extra-curricular opportunities, in addition to the rigorous curriculum, such as athletics, drum line, music, yearbook, *Black Cow* journalism and newspaper publishing, historian and garden club, student council, science and history competition, Model United Nations, etc.
- Our first graduating class, 24 students, have received over \$1 million dollars in scholarship offers!
- Rated as “Exemplary” by the Texas Education Agency for three (3) of the last seven (7) years

PSAT Statistics for 2008/2009

Critical Reading	9th	10th	11th	Math	9th	10th	11th	Writing	9th	10th	11th
National Mean	41.6	41.6	46.7	National Mean	44	44	48.9	National Mean	41	41	45.8
Texas Mean	40.3	40.3	44	Texas Mean	43.5	43.5	47	Texas Mean	40.4	40.4	44.4
Westlake Students	48.9	50.6	56.5	Westlake Students	47.2	51.3	59.2	Westlake Students	46.5	48.5	54.7

Desired Outcome ~ High Student Achievement



A central focus of Westlake Academy is to prepare students to achieve a world class education through the use of the IB curriculum and ultimately toward doing well in college.

Special attention will be given to providing students with the educational framework needed to help them experience success on their homework assignments and in taking classroom based tests. Both of which can be used as benchmark indicators as to a student's performance on the rigorous final IB exams administered during their senior year of the Diploma Program.

Students will receive instruction in foreign language studies, exposure to and application of modern technology in the classrooms, and be given the opportunity to model the IB Learner Profile traits that will assist them in the formation of their critical thinking skills.

Profile Traits

Inquirers
Knowledgeable
Thinkers
Communicators
Principled

Open-minded
Caring
Risk-takers
Balanced
Reflective

Staff will focus on providing curriculum and school experiences that will translate into achieving the students goals of entering the college of their choice. Among other tasks, we will provide the students with time management and research study skills which are crucial to college coursework and examine the feasibility of providing on-campus review courses for the SAT and ACT exams along with the implementation of other external assessment tools to gauge the students capabilities in reading, mathematics and problem solving tasks.

We will also perform a complete alignment of the IB curriculum across the spectrum of our K-12 facility. This will allow each 'section' of students to better succeed as they progress through their learning experiences. For example, each subject (math, science, etc.) will undergo continuous review to ensure the curriculum and methods being taught in the Primary Years (PYP) will transition into the Middle Years Program (MYP) and so on, into the 11th and 12th grade, known as the Diploma Program (DP). Students who matriculate from Grade 6 (PYP) to Grade 7 (MYP) and from Grade 10 (MYP) to Grade 11 (DP) will be prepared do well in their studies.

As parents are an integral component to the achievements of the student, the Board of Trustees, through the use of the Westlake Academy Strategic Plan, have developed specific programs and directives designed to assist new families in their transition into the Academy's community along with maintaining multiple lines of communication for our continuing families.

Please see the following Specific Outcomes and Indicators associated with *High Student Achievement* for more information.

Desired Outcome ~ High Student Achievement (cont.)

Specific Outcome

1.0 Students will be well prepared to matriculate and succeed in college

Short-Range and On-going Goals

Team Leader(s): 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 Graduate 100% of our students
Estimated Completion Date: On-going Goal
- 1.3 100% college enrollment for all graduates
Estimated Completion Date: On-going Goal
 - 1.3.1 Continued integration of IB curricula into all daily educational programs
- 1.4 90% will test for two (2) or more subject specific Diploma Program certificates
Estimated Completion Date: Spring, 2011
- 1.5 Students will perform at a level that is within the top 25% (upper quartile) on college entrance exams (ACT, SAT) as compared to:
 - State average
 - Surrounding school districts
 - Comparable IB schoolsEstimated 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 all IB programs
- 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

Desired Outcome ~ High Student Achievement (cont.)

Specific Outcome:

- 2.0 Graduate the maximum number of students with an IB Diploma on an annual basis – *On-going Goal*
Team Leader(s): Diploma Program Coordinator
- 2.1 80% of graduates achieve the IB Diploma by 2015
- 2.1.1 Students will achieve at a level that exceeds the national average relative to other IB schools
- 2.2 90% will test for the complete panel of Diploma Program exams
Estimated Completion Date: Spring, 2011

Specific Outcome:

- 3.0 Students will excel on the TAKS test - *On-going Goal*
Team Leader(s): Heads of Section
- 3.1 All students will pass the TAKS exams
Estimated Completion Date: On-going Goal
- 3.1.1 Develop parameters to ensure the students are prepared for State mandated exams in a manner that aligns with the IB instruction
- 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 neighboring school districts
(see also *High Student Achievement*, 5.1)
- 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 (see also, *High Student Achievement*, 9.8.1)
- 3.3 Maintain the highest Texas Education Agency rating allowable for public schools
Estimated Completion Date: On-going Goal

Specific Outcome:

- 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): Primary, Middle Years and Diploma Program Coordinators
- 4.1 Students will view learning as a life-long process and possess the following competencies:
- 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 effective and cogently (oral and written form)
 - The ability to access and analyze information
 - The ability to ask focused, purposeful questions

Desired Outcome ~ High Student Achievement (cont.)

(Specific Outcome 4.0—Integration of IB Learner Profile, cont.)

- 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 develop 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

Specific Outcome:

- 5.0 Westlake Academy's IB curricula and assessment methods are a product of continuous review – *On-going Goal*
Team Leader(s): Administrative Services Coordinator; Primary, Middle Years and Diploma Program Coordinators
- 5.1 Westlake Academy in top performing 5% of the following (for all grades):
Estimated Completion Date: Fall, 2011
- Texas Charter schools
 - Texas public schools
 - 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 (*see also, High Student Achievement, 3.2.1*)
- 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 Primary Years, Middle Years, and Diploma programs
Estimated Completion Date: Fall, 2010

Desired Outcome ~ High Student Achievement (cont.)

(Specific Outcome 5.0– Review of IB curricula/assessments, cont.)

- 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 for curriculum recommendations on expansion and/or improvements to current course offerings (examples: additional foreign language, choir, media arts program, etc.)

Specific Outcome:

- 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): Administrative Services Coordinator

Specific Outcome:

- 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): Chief Executive Officer and Heads of Section
(see also Effective Educators and Staff, 5.1)

Specific Outcome:

- 8.0 Students will possess a working proficiency in a second language – *Short/Mid-Range and On-going Goals*

Team Leader(s): Diploma Program 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:
 - Know how to communicate effectively in a number of situations and within the culture where the language is spoken
 - Communicate clearly and effectively in a range of situations; understand and accurately use oral and written forms of the language
 - 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

Estimated Completion Date: On-going Goal

- 8.4 Explore the feasibility of a full-time Spanish teacher for the primary grades
Estimated Completion Date: Spring, 2011
- 8.5 Review the establishment of sister-school relationship for a Spanish immersion experience.
Estimated Completion Date: Fall, 2012

Desired Outcome ~ High Student Achievement (cont.)

Specific Outcome:

- 9.0 Parents will be encouraged to participate in the educational process to support students in their studies – *Short/Mid-Range and On-going Goals*
Team Leader(s): Primary, Middle Years, and Diploma Program 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 their 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 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
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
- 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 (*see also, High Student Achievement, 3.2.2*)

Desired Outcome ~ High Student Achievement (cont.)

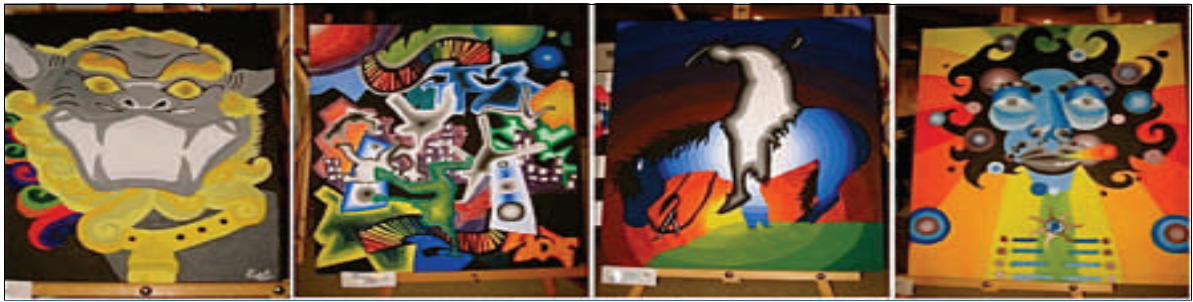
Specific Outcome:

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): 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



Desired Outcome ~ Strong Parent & Community Connections



The involvement of the entire Westlake Academy community is important to the achievements of the school and the students. Our group of stakeholders include a wide range of different types of individuals and contributors who work in tandem with our educators and Staff on a daily basis.

These range from the families of our children, residents of Westlake, corporate businesses who support our efforts, and educational allies, such as various philanthropic foundations. All of whom help to create the unique environment you and your student will find at the Academy.

Staff will focus on strengthening our ties within the Westlake community, with neighboring school districts, philanthropic organizations and benchmark schools, through multiple avenues, such as the use of the Academy's school newspaper, *The Black Cow*, the development of internship programs with local businesses, collaborative efforts for regional training and forming relationships with education oriented non-profit organizations.

The goal of this Desired Outcome is to further inform our residents and families of the current topics of interest to the students with the journalistic reflections and articles found in their news articles along with allowing students the opportunity to explore aspects of the corporate world by working closely with industry leaders.

In addition, a parent survey will be presented to the Board for approval on an annual or biyearly basis to promote the formal exchange of information with our parents. This will allow each family with children in the school to express their opinion on a range of topics which are important to the direction of the school and our overall success.

Please see the following Specific Outcomes and Indicators associated with *Strong Parent Commitment* for more information.

Desired Outcome ~ Strong Parent & Community Connections, (cont.)

Specific Outcome:

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

Team Leader(s): 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

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, 2011

1.3.1 Perform a 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 Diploma Program 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 opportunity

Specific Outcome:

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): Heads of Section; Administrative Services Coordinator – *Short-Range and On-going Goals*

2.1 Conduct the parent survey on an annual, or bi-yearly, basis to assist the Staff in their educational efforts; identify areas in need of improvement and promote feedback opportunities for 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

Desired Outcome ~ Strong Parent & Community Connections, (cont.)

(Specific Outcome—2.0, Stakeholder Communication, cont.)

- 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
 - 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: Fall, 2010

Specific Outcome:

- 3.0 **Ensure a smooth transition of new students into Westlake Academy**
Team Leader(s): Heads of Section; Primary, Middle Years, and DP Coordinators, Primary and Secondary Counselors – *Short-term and On-going Goals*
 - 3.1 Develop peer mentors for new students and families
Estimated Completion Date: Summer, 2010
 - 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

Desired Outcome ~ Strong Parent & Community Connections, (cont.)

Specific Outcome:

- 4.0 Continue to establish local business support to promote the Academy and community events

Team Leader(s): Administrative Coordinator – *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

Specific Outcome:

- 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 neighboring ISD’s, etc.) – *Short-Range Goal*

Team Leader(s): Chief Executive Officer, Heads of Section and Administrative Coordinator



Desired Outcome ~ Financial Stewardship and Sustainability



Westlake Academy is in a unique situation being an open-enrollment charter school. Funds for our daily operations are supplied largely through State of Texas public education funds, as well as the Town of Westlake funding. These two funding sources are supplemented by private donations. These important donations are raised primarily through the annual Blacksmith Campaign, which is coordinated and conducted by the Westlake Academy Foundation.

Town of Westlake funding, through the municipal budgeting process, remits payments for the debt service on all bonds issued to build and/or expand the Academy. Cross-organizational support is provided through the combining of departmental resources from the Town departments, which include finance, human resources/administrative, technology, and facilities maintenance, etc., for the needs of the Academy Staff.

Financial stability and the procurement of funds to meet the needs of our current and future students is a priority for the Academy. The school is an open-enrollment charter school that is owned and operated by the Town of Westlake, and as such, is the largest operating department of the Town.

A guiding philosophy of the operational practices of the Academy is shown through the use of these types of resource sharing opportunities that avail themselves when a school is owned and operated by a municipality. Since a significant portion of the Town's municipal budget is allocated to the support and success of the student's at the Academy, the Town Council/Board of Trustees and the Staff consistently strive to identify and implement cost saving measures which will increase our capacity to serve our students while being good stewards of the financial resources of the Town.

The organizational structure which allows the Town Council members to also serve on the Board of Trustees, further displays the commitment to the success of the school found within the Westlake community. The board members are able to gain a broad perspective on the challenges and opportunities facing both the Town as a whole, including the school, while providing consistent and proactive governance policies to guide the Staff. The budget is approved on an annual basis by the Town Council/Board of Trustees. The board then works closely with the Westlake Academy Foundation including the appointment of members to the Foundations' Board of Directors.

The Town Council/Board members also appoint the executive leadership through the Town Manager/Chief Executive Officer position. This person oversees and appoints the Westlake Academy Leadership Team, the Academy's daily operations, and manages the financial components of the school. In addition, the Town Manager/CEO, and Academy Leadership Team, work together in supporting the Board's policy initiatives, including the Strategic Plan, as well as making recommendations to the Board relative to policy options and IB academic program choices.

The Staff will continue to look for ways to implement cost savings measures to maximize our financial return on the money entrusted to us for the student's education. This will include looking for opportunities to partner with the Westlake Academy Foundation to sponsor fundraising events and working with other philanthropic groups who would like to be a part of the success of Westlake Academy.

Please see the following Specific Outcomes and Indicators associated with *Financial Stewardship and Sustainability* for more information.

Desired Outcome ~ Financial Stewardship and Sustainability

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): 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

1.2 All purchases will be negotiated and/or researched to ensure the best and lowest possible bid/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

Specific Outcome:

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): Administrative Services Coordinator; Facilities and Recreation Director; 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, 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/copiers to lower costs; research 'printing on demand' technology similar to college systems (possible electronic submission of assignments)

2.1.3 Recommend new technology to 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

Specific Outcomes:

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

Team Leader(s): 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

Desired Outcome ~ Financial Stewardship and Sustainability (cont.)

(Specific Outcome 3.0—Compensation Packages, cont.)

- 3.1.1 Human Resources Director to perform analysis on an annual basis and prepare a report for the CEO
- 3.1.2 Study options and feasibility of compensation systems that reward teacher effectiveness relative to student achievement

Specific Outcome:

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

Team Leader(s): Heads of Section – *Mid-Range and On-going Goals*

- 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
(see Financial Stewardship and Sustainability, 6.2.1)
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, 2010

Specific Outcome:

5.0 Increase the growth of resources

Team Leader(s): Chief Executive Officer; Heads of Section – *Short/Mid-Range and On-going Goals*

- 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

Desired Outcome ~ Financial Stewardship and Sustainability (cont.)

Specific Outcome:

6.0 Constant study, analysis, and emphasis on effective use of all financial resources to attain long term financial stability

Team Leader(s): Chief Executive Officer

- 6.1 Continued progress each fiscal year to improve Westlake Academy's operational efficiencies and move closer to fully covering the following: a.) all operating costs and b.) improved coverage of direct/indirect costs in the municipal budget other than debt service
Estimated Completion Date: Spring, 2010
- 6.2 Heads of Section/WALT team to work in tandem with CEO to review the financial requirements and funding options for the school
Estimated Completion Date: Spring, 2011
 - 6.2.1 Benchmark the finances of Westlake Academy relative to other comparable IB and Charter schools for both operational and debt service expenditures
 - 6.2.2 Research grant opportunities to augment revenue sources
(see *Financial Stewardship and Sustainability*, 4.3)
- 6.3 Perform regular reviews of the financial policies associated with the Academy
Estimated Completion Date: On-going



Desired Outcome ~ Student Engagement



Student engagement is an integral component of the Academy's cornerstone, the International Baccalaureate (IB) curriculum. The IB curriculum rests on a learning philosophy that emphasizes an individualized, inquiry based platform tailored to a child's learning strengths and can be seen in the profile traits which are woven into the curriculum of the school. Students are encouraged to display the following behaviors in their school work and extra-curricular activities, which are found in the IB Learner Profile:

Inquirers	Open-minded
Knowledgeable	Caring
Thinkers	Risk-takers
Communicators	Balanced
Principled	Reflective

Leadership and community engagement opportunities are provided at Westlake Academy through various service requirements used to benefit local charities/non-profit based groups. We also use student-based groups, athletics and are researching the addition of summer educational opportunities to foster student engagement.

The Academy has implemented a "House" system where each student and faculty member is assigned to a House for the length of their tenure at the school. Each House was named after individuals who represent the qualities important to our mission statement. The system fosters school and team spirit, along with a sense of community through inter-campus competition and service based projects to help those in need. The Strategic Plan contains initiatives to promote and provide the necessary support for the House system to thrive and increase student participation.

Students are also engaged through the use of many extra-curricular opportunities such as, music programs, book and chess clubs, drum line, junior historians, Rotary Interact Club, Future Business Leaders, drama club, dancing clubs, etiquette classes, etc. The goal is to support the IB through these opportunities, which allow the students to be well-rounded individuals with varying interests that can be explored and nurtured in a wide range of student groups.

Athletic programs are also important to the school and allow the children to explore their natural talents through competitive sports and active exercise-based participation. We offer several options when it comes to team choice — including, volleyball, soccer, cross-country, six (6) man football, basketball, softball and baseball, to name a few. Many sports are offered for both a boys and girls team, with our soccer teams fielding a co-ed mix of students. Competition is balanced with the educational requirements of the Academy and many of our teams have been successful enough to either advance to or win the Texas Christian Athletes Fellowship state championships in their respective sports.

Please see the following Specific Outcomes and Indicators associated with *Student Engagement* for more information.

Desired Outcome ~ Student Engagement (cont.)

Specific Outcome:

- 1.0 Westlake Academy Staff will promote school-wide leadership, athletic, community service and extra-curricular opportunities for students
Team Leader(s): Primary, Middle Years, and DP Coordinators; Athletic Director – *Short-Term and On-going Goals*
 - 1.1 Promote and develop 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 Primary and Middle Years students to meet the demands of the CAS requirements in the DP program
 - 1.2 Include or expand wording in the Parent Survey to establish a benchmark approval rating for the athletic sports and extra-curricular programs
Estimated Completion Date: Spring, 2011
 - 1.2.1 Administer annual student survey to gauge approval rating and suggestions to the sports and extra-curricular events offered at the Academy
 - 1.2.2 Staff will support and collaborate with the Westlake Academy Athletics Club
 - 1.3 Provide diverse opportunities for non-athletic based extra-curricular programs
Estimated Completion Date: Fall, 2011
 - 1.3.1 Identify and pursue Staff sponsors for science, debate, Odyssey of the Mind, etc.
 - 1.4 Research and if feasible, implement UIL participation in academic events for students
Estimated Completion Date: Fall, 2010
 - 1.5 Develop department based strategic plan for athletic program to identify main goals and objectives to support and serve the student athletes
Estimated Completion Date: Fall, 2010
 - 1.6 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
Estimated Completion Date: Fall, 2010

Specific Outcome:

- 2.0 Prepare an annual student based survey (current and alumni) to cover topics relative to their experiences at Westlake Academy, satisfaction levels with athletics and extra-curricular programs, curriculum feedback, etc.
Team Leader(s): Administrative Services Coordinator; Heads of Section – *On-Going Goal*

Desired Outcome ~ Student Engagement (cont.)

Specific Outcome:

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

Specific Outcome:

4.0 Westlake Academy will sponsor summer programs for educational advancement

Team Leader(s): Middle Years, Diploma Program 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: Spring, 2010

4.2 Research the ability of summer programs of surrounding businesses, such as the Solana Club and other school districts, to expand activities into offerings for Academy students

Estimated Completion Date: Spring, 2011

Specific Outcome:

5.0 Students will be recognized for achievements

Team Leader(s): 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 ceremonies; announcements at flag 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

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

Desired Outcome ~ Effective Educators and Staff



Effective student education cannot and will not occur at Westlake Academy without effective educators and staff. This is a given, and for that reason, this desired outcome has been developed and identified as an important Specific Outcome in the Strategic Plan.

Recruitment, development, and retention of faculty and staff are the areas of highest dollar investment by Westlake Academy. Investment in this valuable resource, our employees, yields results in the classroom as the correlation between high student achievement and effective teachers is indisputable.

To that end, resources will continue to be marshaled through a variety of initiatives identified in this Plan, all of which, are intended to pursue continuous learning opportunities for Academy faculty and staff. Emphasis will be maintained on providing, but also increasing, IB training to all our teachers with the goal of all faculty having the highest level of IB training available.

Other staff learning opportunities will be developed, featured and explored, including but not limited to, collaborative efforts with area schools to bring nationally and regionally known educational trainers and speakers to the Academy. This will assist in the creation of an environment that nurtures an organizational culture of continuous improvement for our teachers and furthers their professional development.

The Strategic Plan identifies the need to map out the Academy's future campus facility needs so that we can anticipate the types of facilities our teachers need to be effective in the classroom. A multi-year technology plan is slated to be developed through this Desired Outcome to coordinate the further implementation of technology to maximize teacher effectiveness with our students.

Development of Westlake Academy as an “employer of choice” will also emphasize strong teacher recruitment initiatives to hire teachers who are passionate about what they do and seek to inspire their students to have a passion for learning. Teacher development and retention will include a variety of mentoring and coaching programs that involve the teacher assessing and critiquing their own performance to take it to the “next level” with the facilitation of a performance coach. Finally, a variety of means identified in this Plan will be used to promote an organizational culture that values and fosters leadership and collaboration among teachers across curricula.

Please see the following Specific Outcomes and Indicators associated with *Effective Educators and Staff* for more information.

Desired Outcome ~ Effective Educators and Staff, (cont.)

Specific Outcome:

- 1.0 Educators and Staff will attend professional development training opportunities
Team Leader(s): Heads of Section; Primary, Middle Years, and Diploma 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/frequency of training opportunities
 - 1.1.2 Maintain imbedded professional development within the IB for 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
 - 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

Desired Outcome ~ Effective Educators and Staff, (cont.)

Specific Outcome:

- 2.0 Staff will conduct on-site visits with IB officials for evaluation purposes and perform periodic review of the Academy's Charter document

Team Leader(s): Heads of Section – On-going Goals

- 2.1 Conduct consistent review of the Academy Charter along with appropriate 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

Specific Outcome:

- 3.0 Promote an environment and culture which fosters leadership and collaboration across K-12 faculty

Team Leader(s): 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 staff participation activities

Estimated Completion Date: On-going Goal

- 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

- 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

- 3.6 Research the use of a teacher survey to facilitate communication with the Board and Leadership Team of the Academy.

Estimated Completion Date: Fall, 2012

Specific Outcome:

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

Team Leader(s): Chief Executive Officer; 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

Desired Outcome ~ Effective Educators and Staff, (cont.)

Specific Outcome:

- 5.0 WA will recruit, develop, and retain effective and highly qualified teachers, staff and management
Team Leader(s): Chief Executive Officer and 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” (see also, *High Student Achievement, 7.0*)
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
- 5.5.1 Closely monitor and track reasons for voluntary contract refusal

Specific Outcome:

- 6.0 Develop a multi-year technology plan for the Academy
Team Leader(s): Director of Administrative Services – *Mid-Range Goal*

Specific Outcome:

- 7.0 Structure, systems, and protocols that address academic and administrative needs will be implemented and communicated to Staff
Team Leader(s): Administrative Coordinator – *Mid-Range Goal*
- 7.1 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
- 7.2 Codify all procedures and protocols for the school and make the accessible to faculty and staff
Estimated Completion Date: Summer, 2012
- 7.2.1 Compile a list of all reports required for IB, state and federal authorities and put into place procedures to ensure full compliance

Westlake Academy

Memo

To: Honorable President and Members of the Board of Trustees
From: Todd Wood, Director of HR and Administrative Services
Subject: Regular Meeting of May 3, 2010
Date: May 3, 2010

ITEM

Consider a Resolution authorizing Westlake Academy to renew participation with the Region XI Benefits Cooperative for the 2010-2011 school year.

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 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 (including policy implications and options):

Westlake Academy expanded and enhanced its employee benefit package by joining the Region XI Benefits Cooperative in August 2008. The Cooperative, currently serving many school districts consisting of thousands of members, offers Westlake Academy a more comprehensive and competitive benefits package at lower costs. By leveraging the numbers of its members, this program is capable of obtaining products and services more efficiently than the Academy can obtain on its own. It is necessary to renew the Academy's participation by Interlocal Agreement on an annual basis. This renewal is for the 2010-2011 school year.

FUNDING

There is additional budgetary impact in renewing participation with the Benefits Cooperative.

RECOMMENDATION

Staff recommends the Board of Trustees adopt the Resolution authorizing the required Interlocal Agreement and Operating Procedures Agreement.

ATTACHMENTS:

Resolution and ESC Region XI Benefits Cooperative Operational Procedures Agreement

WESTLAKE ACADEMY

RESOLUTION NO. 10-09

EDUCATION SERVICE CENTER REGION XI BENEFITS COOPERATIVE INTERLOCAL AGREEMENT RESOLUTION AND AGREEMENT.

WHEREAS, Westlake Academy, an open-enrollment charter school operated by the Town of Westlake, Texas, (“Participant”) pursuant to the authority granted under Chapter 791 Government Code, as amended, desires to join together with other school districts, charter schools, or governmental entities to participate in employee benefits offered by the Education Service Center Region XI Employee Benefits Cooperative (the “ESC Region XI BC”), holding the opinion that participation in these programs will be beneficial to the school district, charter school, or governmental entities and its employees; and,

WHEREAS, the ESC Region XI BC is managed by a committee called the Board of Record that consists of the superintendents or chief executive officers or their designees from each of the Participants in the Coop;

NOW, THEREFORE, BE IT RESOLVED that Board of Trustees of Participant requests the ESC Region XI BC to include Westlake Academy as a participant. Participant acknowledges and agrees to the following:

1. The purposes of the ESC Region XI BC are governmental functions or services that each party to this agreement is authorized to perform individually;
2. Any obligation to pay any fees will come from current revenues available to the Participant;
3. Such fees fairly compensate the parties performing the functions and services under the agreement;
4. This agreement incorporates the Operational Procedures developed by the Board of Record as it currently exists or may be hereafter amended by action of the Board of Record;
5. Participant delegates to the Board of Record authority to modify the Operational Procedures as the Board of Record deems in the best interests of the ESC Region XI BC;
6. Participant delegates to the Board of Record all purchasing functions related to the purposes of this interlocal agreement to the maximum extent permitted by law;
7. Participant shall comply with the Operational Procedures as established, modified, and/or approved by the Board of Record;
8. The ESC Region XI BC shall comply with the purchasing requirements for the purchase of personal property and services as required by Chapter 44 of the Education Code and Chapter 791 of the Local Government Code;
9. The term of this agreement shall be one year, from **September 1, 2010, to August 31, 2011**, and
10. Participant or the ESC Region XI BC may terminate Participant’s participation in the ESC Region XI BC for any reason by giving written notice to the ESC Region XI BC Board of Record sixty (60) calendar days before the anniversary date of this agreement.

BE IT FURTHER RESOLVED that the Board of Trustees of Participant authorizes its CEO to execute any and all documents and take whatever action necessary to carry out the desires of the Board of Trustees as stated herein.

I certify that the foregoing is a true and correct copy of the resolution and agreement adopted by the Board of Trustees of Westlake Academy and that the same is reflected in the minutes of the Board meeting held on May 10, 2010.

In witness thereof, we hereunto affix our signatures this 10th day of May, 2010.

BY: _____ Signature of School Board or Charter School Board President	_____ <u>Laura Wheat</u> Typed Name of School Board or Charter School Board President
_____ Signature of School Board or Charter School Board Secretary	_____ <u>Kelly Edwards</u> Typed Name of School Board or Charter School Board Secretary
_____ Signature of School Board or Charter School Superintendent/CEO	_____ <u>Thomas Brymer</u> Typed Name of School Board or Charter School Board Superintendent/CEO

Name of Agency: _____ Westlake Academy

Address: _____ 2600 JT Ottinger Road

_____ Westlake, TX 76262

Name of Contact Person: _____ Todd Wood

Phone Number: _____ (817) 490-5711

_____ Signature of ESC Region XI BC Board President	_____ <u>Wes Eversole</u> Typed Name of ESC Region XI BC Board President
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_____ Signature of ESC Region XI BC Board Secretary	_____ <u>William Stokes</u> Typed Name of ESC Region XI BC Board Secretary
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_____ Signature of ESC Region XI Executive Director	_____ <u>Richard Ownby</u> Typed Name of ESC Region XI Executive Director
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_____ Date Approved by ESC Region XI BC

**OPERATIONAL PROCEDURES AGREEMENT
ESC REGION XI BENEFITS COOPERATIVE
2010-2011**

This Operational Procedures Agreement has been reviewed and is hereby agreed to by the Board of Record of the ESC REGION XI Benefits Cooperative (ESC REGION XI BC), as well as by all other current or future members of the ESC REGION XI BC, hereinafter individually referred to as **Participant**. Acceptance of these procedures is acknowledged as a requirement for participation in the ESC REGION XI BC.

It is agreed and understood that

1. The objective of the ESC REGION XI BC is to develop, procure, and administer employee benefits programs that embody the concept of providing improved benefit provisions to Participant's employees and reducing costs.
2. The purpose of this agreement is to define and clarify governance, rights and responsibilities, termination guidelines, and liability and methods by which parties to this agreement shall conduct business.

DEFINITIONS

1. Board of Record - The governing body of the ESC REGION XI BC. Composition of the Board is comprised of the superintendent/designee from each entity that is a member of the ESC REGION XI BC and the ESC Region XI executive director/designee.
2. Participant - Any entity that has been accepted/approved for participation by the ESC REGION XI BC Board of Record.
3. Employee Benefits Program – A program that shall include, but not be limited to, dental insurance, life insurance, disability income protection, flexible spending accounts, and other benefits as determined by the Board of Record.
4. Runout Claim - A runout claim is any claim incurred prior to the termination date that has final disposition after the termination date.

PROVISIONS

- I. Membership in ESC REGION XI BC
 - A. Membership of the ESC REGION XI BC shall consist of school districts and charter schools that commit to be Participants by executing the Interlocal Agreement and approving these Operational Procedures.
 - B. By executing this agreement, the Participant transfers its rights to acquire employee benefits programs to the ESC REGION XI BC.
- II. Governance Structure of the ESC REGION XI BC

- A. Membership – Direction of the ESC REGION XI BC is vested in the Board of Record consisting of each member superintendent/designee and ESC Region XI executive director/designee.
- B. Meetings – The Board of Record will meet as often as required to fulfill its role and function. It may meet at any place of its choosing and is not required to operate under the provisions of the Texas Open Meetings Act. Meetings may be conducted telephonically, electronically by Interactive Television (TETN), or any other manner whereby a Participant may hear and interact on matters being discussed by the Board of Record.
- C. Compensation – The Board of Record representatives serve without compensation and the Participants shall underwrite their own costs associated with their Board of Record representative's expenses.
- D. The Board of Record shall elect annually the following: Chairman, Vice-Chairman, and Secretary.
- E. The duties of the Chairman of the Board shall be to:
 - 1. Assist the ESC Region XI Board of Record representative to prepare the agenda.
 - 2. Preside at all meetings.
 - 3. Appoint committees that are not selected by majority vote.
 - 4. Discuss and make motions and resolutions, and vote on all matters coming to the Board.
- F. The duties of the Vice-Chairman shall be to:
Perform the duties of the Chairman when the Chairman is absent, has resigned, or is otherwise unable to perform duties of the office.
- G. The duties of the Secretary shall be to:
 - 1. Assist the ESC Region XI in matters pertaining to the maintenance of the Board's records, documents, and minutes.
 - 2. In the absence of both Chairman and Vice-Chairman, call the Board meeting to order and conduct the meeting.
- H. Each Board officer shall serve for one term (1-year) and be elected by majority vote of the Board of Record. Each officer's school district or charter school must be a member of the ESC Region XI BC, and any officer must forfeit his or her position if his or her school district or charter school withdraws from the ESC Region XI BC.
- I. ESC Region XI will serve as liaison between Participants, carriers, and the Third Party Administrator, including general

communications, problem resolution, and Participant meeting coordination.

- J. ESC Region XI shall act as fiscal agent for the ESC REGION XI BC. The fiscal agent is not liable for any financial or other loss that is incurred by the ESC REGION XI BC, other than its pro rata share.

III. Role and Function of the Fiscal Agent

- A. Fiscal agent is authorized to create bank accounts and internal accounting procedures to ensure proper accounting of ESC REGION XI BC funds received from participants and disbursed to carriers.
- B. Participants are responsible for submitting payments in a timely manner to the fiscal agent, which will aggregate the funds and remit them to the carriers in a timely manner. Participants whose accounts become delinquent may be charged a late fee and interest as allowed by law, and must remedy the delinquency within 15 days of notice. A delinquent Participant shall be liable for payment to the fiscal agent for any financial institution costs associated with the Participant's delinquency, including, but not limited to, any bank charges or interest on short-term loans necessary to pay the delinquency. Failure to remedy any delinquency may result in involuntary termination of Participant's participation in the ESC REGION XI BC under Paragraph VI.B.
- C. The fiscal agent will provide any periodic accounting reports deemed necessary by the Board of Record.
- D. The fiscal agent shall negotiate its reimbursement for administrative expenses with the third party administrator selected in accordance with this Agreement. Additionally, as reimbursement for any financial institution charges and other costs associated with maintenance of fiscal accounts, the fiscal agent shall be entitled to retain for its sole use and benefit any interest accrued in any account operated on behalf of the ESC REGION XI BC.

IV. Role and Function of the Board of Record

- A. In general, the role of the Board of Record is to provide overall direction for the development and operation of ESC REGION XI BC. The Board of Record shall act in a manner that is in the best interest of the Cooperative and ensure that all activities promote only the purposes for which the ESC REGION XI BC is organized.
- B. The Board of Record will authorize the ESC Region XI representative to negotiate and enter into contracts with approved

carriers for the benefit of Participants. A copy of the contracts shall be available for Participants' review.

- C. The Board of Record and ESC Region XI representative retain the right and responsibility, upon consultation with Participants, to terminate any agreement with a carrier into which it has entered on behalf of Participants.
- D. The Board of Record and ESC Region XI designee may negotiate, implement, and administer alternative financing arrangements that it believes serves the interests of ESC REGION XI BC and its Participants, including, but not limited to, arranging for funding to cover premium payments on behalf of a Participant who is delinquent or otherwise in default of a payment.
- E. The Board of Record and ESC Region XI executive director or designee, the ESC Region XI employees and designees, and each Participant shall have no duty or liability due to negligence of other Participants, carriers, and providers. To the maximum extent permitted by law, each Participant hereby waives any such claim against all other Participants and the ESC Region XI executive director or designee.

V. Role and Responsibilities of Participants

- A. Any school district, charter school or governmental entity, by action of its governing authority, may become a Participant in ESC REGION XI BC for 2010-2011 by executing the Interlocal Agreement document and the Operational Procedures Agreement. After the 2010-2011 school year, districts may petition the Board of Record for membership by following guidelines set up by the Board of Record. These guidelines will ensure that new members are beneficial to the ESC REGION XI BC.
- B. The Governing Board of each Participant delegates to the Board of Record authority to modify the terms of this Agreement. A Participant's continued participation in the ESC REGION XI BC shall constitute acceptance of any changes made by the Board of Record.
- C. Employee Benefits Cooperative
 - 1. Each Participant will execute necessary enrollment documents in a timely manner per contract and/or negotiated schedule.
 - 2. Each Participant agrees to furnish any needed census or other necessary data as directed by the Board of Record.

3. Each Participant will remit in a timely manner all premiums and/or contract charges specified in contracts to the fiscal agent. Failure to remit premium payments may be a cause for involuntary termination of Participant from participation in the ESC REGION XI BC.

D. Each member district/charter school shall be financially responsible for its share of any year-end deficit and any surplus will be returned to the district.

VI. Length of Agreement and Termination

A. This agreement shall be considered ongoing on behalf of the Participant. A Participant's governing board may terminate this Agreement for any reason by notifying the Chairman of the Board of Record of the Participant's intent to terminate participation in the ESC REGION XI BC in writing sixty (60) days before the end of the fiscal year (August 31). Termination effective date can only occur at the conclusion of a fiscal year.

B. The ESC REGION XI BC Board of Record can terminate participation for good cause other than experience factor by any Participant by providing sixty (60) days written notice. Termination by the Board of Record can only be undertaken when, in the opinion of the Board of Record, the success of the overall Benefits Cooperative is jeopardized by continued participation of a given Participant, or for failure to cure a delinquency under Paragraphs III.B. or make a premium payment under V.C.3.

C. Upon receipt of proper notification of a member's intent to terminate participation, the following actions shall occur:

1. The year-end financial condition of the cooperative shall be determined. This involves computing projected terminal liability (computed runout claims liability plus any other known and/or projected obligations) for the entire cooperative and applying this amount to year-end fund balance.

2. If fund balance equals or exceeds terminal liability for the cooperative, the terminating member's runout claims will be paid by the ESC REGION XI BC. If the fund balance does not equal or exceed terminal liability, the terminating Participant shall pay a pro rata share of the unfunded liability within thirty (30) days of the effective date of termination.

D. An exiting member has no claim on any cooperative fund balance or surplus.

- E. Only participants of the cooperative at time of cooperative dissolution will share in asset distribution that was purchased with ESC REGION XI BC monies, and only after other liabilities have been paid. Upon dissolution of the cooperative, the fiscal agent will retain the fund balance.
- F. The effective date of a termination, except a for cause termination, shall be the end of the fiscal year following a timely notice under Paragraph VI.A

VII. Eligibility Requirements for New Members

The ESC REGION XI BC will consider new members annually. Districts must make application for membership to the Board of Record by the date specified by the Board of Record. This is accomplished by submission of required written documents that are specified by the Board of Record. Requesting districts, if admitted to membership, must participate in all coverages provided by the ESC REGION XI BC. The Board of Record will notify requesting districts by July 1, or other date as determined by the Board, of their acceptance into the ESC REGION XI BC for the ensuing September 1 plan year.

VIII. Liability of Parties

- A. To the extent permitted under state law, any Participant who is party to this agreement shall hold the Board of Record, ESC Region XI, employees of said districts, charter school, ESC, or other Participants and any of their agents, lawyers, or assignees harmless for actions relating to the establishment, maintenance, or termination of the ESC REGION XI BC. All parties hereto agree to waive any rights to litigation from any dispute unless there is evidence of intentional wrongdoing, and agree to resolve any dispute first through a mutually agreed-to form of mediation, and then through binding arbitration.
- B. Notwithstanding anything to the contrary contained in this Agreement, each Participant shall be individually liable for payments for any and all premiums and/or charges for employee.
- C. benefits for which the Participant and/or its employees receive insurance benefits.

IX. Agreement Execution

This Operational Procedures Agreement has been duly approved by the governing board of the participant at a meeting held the 10th day of May, 2010.

BY: _____ Signature of School Board or Charter School Board President	_____ Laura Wheat Typed Name of School Board or Charter School Board President
_____ Signature of School Board or Charter School Board Secretary	_____ Kelly Edwards Typed Name of School Board or Charter School Board Secretary
_____ Signature of School Board or Charter School Superintendent/CEO	_____ Thomas Brymer Typed Name of School Board or Charter School Board Superintendent/CEO

Name of Agency: _____
Westlake Academy

Address: _____
2600 JT Ottinger Road

Westlake, TX 76262

Name of Contact Person: _____
Todd Wood

Phone Number: _____
(817) 490-5711

_____ Signature of ESC Region XI Executive Director	_____ Richard Ownby Typed Name of ESC Region XI Executive Director
_____ Signature of ESC Region XI BC Board President	_____ Wes Eversole Typed Name of ESC Region XI BC Board President
_____ Signature of ESC Region XI BC Board Secretary	_____ William Stokes Typed Name of ESC Region XI BC Board Secretary

Date Approved by ESC Region XI BC

Westlake Academy

Item #5 Board Calendar

BOARD CALENDAR

- New Board Trustee/Council orientation
May 12, 2010
- o Texas Charter Schools Association Conference
May 12-14, 2010
- Westlake Academy Graduation
May 23, 2010 at 2:00 p.m.
- o Decoration Day
May 31, 2010
- o Board Meeting
June 7, 2010
- o Board Budget Retreat – Off Site
June 18, 2010 (Friday 9:00 – 1:00)
- o Board Meeting (adoption of budget)
August 16, 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.

Tim Brittan

Discussion regarding lunch/cafeteria logistics.

Westlake Academy

Item # 7 – Adjournment

Back up material has not
been provided for this item.
