



## **The Center for Creativity, Innovation, and Discovery Board Retreat DRAFT MINUTES**

**Saturday, February 8, 2025  
Public Session from 9:00 AM - 3:00 PM (MDT)**

**Location: 170 W. Spring Creek Pkwy, Providence, UT 84332**

**Members of the public may attend in person or view the meeting live at: W**

### **1. Opening Business** *Laura Kohler, Board Chair* 9:00 - 9:05

- Call to order: Laura called the meeting to order at 9:10 AM
- Roll call:
  - Laura Kohler
  - Barabara Lundberg
  - Nikki Despain
    - Nikki left to attend to previous commitments at 10:18 AM
  - Peter Gerdes
  - Kyle Glass (via zoom)
  - Bill Graham (Dean of students)
  - Melia Balls (executive director)
  - Lynn Raymond (Director of Assessment & Technology)
  - Megan McGrath ( Director of Teachers & Assessment)
  - Mickie Balls (Board Recorder)

### **2. Public Comment** 9:05 - 9:15

- Limit of 2 minutes per person or group.
- Maximum 5 individuals or groups.
- The public is welcome to send written comments to [laura.kohler@ccidschool.org](mailto:laura.kohler@ccidschool.org).
- Tamra Bunnell came to make public comment. She shared about Patrick Linjoni's types of geniuses. She reminded the board that there is nothing more important than creating a center that fosters creativity, innovation, and discovery. She encouraged using those geniuses to help the board be more productive. Barabara asked for more information. Laura shared that Tamra has shared a webinar with her that will be used for future board training materials.

### **3. Board Business** *Laura Kohler, Board Chair* 9:15 - 9:20

- Don Linford is resigning from the board due to personal reasons. Laura has not yet received a letter of resignation from Don. We are still likely to see Don in committees. Laura will pass the letter of resignation with the board as soon as she receives it.
- 2025-26 academic calendar proposals
  - We are required to have 180 days. 4 of those days can be PD days and 3 can be SEP conference days.
  - Option 1 Melia will have a discussion with teachers about the days off (SEPs, PD, and fall break) in September and October to maximize time off and instructional time.
  - Baraba suggested that creating a “long weekend” for SEP conferences makes it easier for families to leave on vacation and adds to our predicament of families not attending conferences
  - Melia added that getting out before Memorial Day is nice so families don’t have to come back after the holiday; however in previous years we have had students enrolled for the first week and then unenroll the next week to attend school in Cache or Logan
  - Melia will seek feedback from teachers and bring this back to the board to vote on February 27, 2025
  - Peter clarified if the consensus from the board was a preference for the calendar with the later starting date. Melia confirmed that that option was preferred by the board and she will share that information with teachers when seeking their feedback.

#### **4. Teacher Survey Results** *Laura Kohler, Board Chair*

9:20 - 9:35

- Data analysis will be sent on Friday, February 7
  - Laura shared the survey results that were gathered through a qualtrics survey given to teachers.
  - Section 1: What is working?
    - Aspects of school culture and environment that are most effective supporting students success:
      - a. CHAMPS, multiple teachers, hands-on projects, PLPs & clubs, CTT/STT/ATT teams (Collaborative teaching bands meeting in grade level teams, School Transformation Team (Teachers & administrative leaders meeting to help implement positive changes for students)
    - Resources that have been most helpful in the classroom
      - a. Chromebooks, Go guardian

- Specific practices or programs are beneficial for student engagement and learning
  - a. CHAMPS, fieldwork, small group rotations & RTI, choice in specials for middle school students
- Approximately half of the staff felt dissatisfied with communication
- Section 2: Challenges
  - Technology problems and lack of response, shortage or resources, student behavior/ follow through, lack of space, SPED load
  - Barriers that prevent from fully engaging with students or delivering the best instruction:
    - a. Student behavior, lack of space, HIGH SPED load, lack of prep time, micromanaging
  - Areas where more professional development or training is needed:
    - a. Charter specific trainings
    - b. CORE standards & literacy
      - i. Laura expounded that there is a need for upper grade level teachers to understand foundational literacy skills. Megan explained that we have students in upper grade levels that are still needing intervention with those skills and teachers would benefit from trainings on these topics
    - c. Fieldwork & PLPS
    - d. Escalating student behavior
    - e. Neurodivergent students
  - Feelings about the current student enrollment and class sizes
    - a. Results came in as a beautiful bell curve
  - Overall rating of well-being at work
    - a. Several teachers felt good and a bunch really did not feel great about their well-being at work
    - b. Approximately half of the staff completed the results. Laura encouraged the board to remember that often times when these surveys are distributed the people that are discontent are typically the ones that respond.

- Contributions and efforts being recognized and appreciated by the administration or school community
  - a. There was a mix of responses and feelings about recognition
- Changes that would improve your job satisfaction and morale?
  - a. A large chunk of people wanting more control of their daily schedule and autonomy to fluctuate based on IEP meetings etc.
  - b. More admin support
  - c. Better focus on fewer priorities
  - d. No double standards on PTO
- Additional resources or support systems that could improve your well-being at work
  - a. Less micromanaging
  - b. Stay focused on priorities
  - c. More firm student discipline
  - d. More board presence & accessibility
    - i. Kyle suggested board trainings about purview of the board and the roles of the board. Laura explained that the board has 10 mandated trainings and 10 meetings a year. But such trainings could be added as an on boarding item (Nikki is working on on-boarding materials for the board). Laura also explained that a different venue other than a board meeting to educate parents on the role of the board would be beneficial.

## **5. Parent Survey Results** *Melia Balls, Executive Director*

9:35 - 10:15

- Melia explained that our school social worker needed to do a research project. She noticed that many of our students were leaving. She wrote survey questions to get more information about this trend and the questions were approved by Melia.
- Melia shared that a qualtrics survey was sent out and 57 responses were received (about ¼ of families)
  - Satisfaction with the overall quality of education at CCID (approximately half)
  - Primary reasons for enrolling at CCID: Fieldwork & STEM were the biggest response

- Rating of communication was average
- The vast majority of parents rated of feelings of CCID in addressing academic needs as satisfied or extremely satisfied
- Academic concerns & bullying/behavioral concerns were the main reasons for considering a transfer
- Level of safety was overall rated as safe
- The extracurricular activities at CCID was given a rating of average to excellent by most responders
- Parent involvement at child's education at CCID was mostly rated as somewhat involved and very involved
- Parents felt that students' social and emotional needs were somewhat being met or being met very well.
- 20 of the parents that responded felt that their students' academic progress has improved since attending CCID and 6 parent responders felt their child's academic progress has worsened since attending CCID
- Over half of the parent responders were very satisfied with CCID's approach to homework and academic workload
- Parents were given the opportunity to share comments to the board:
  - Parents recognizes the challenges of meeting diverse needs of students & parents
  - Parents feel as if the board is approachable
  - Parents feel like teachers need more aides and support
  - The school atmosphere is amazing and students' are known by teachers and staff
  - Parents have concerns about behavioral issues and retaining families
- Melia shared that should would love to survey parents again to see how these data points have shifted

## **6. Vision Statement Workshop** *Laura Kohler, Board Chair*

*10:15 - 10:25*

- Review various existing vision statements
- The mission statement is part of our strategic plan, the vision statement is not. There are 3 vision statements included in our charter currently. Laura pulled out the vision statements that exist. She read the existing vision statements to the board. Laura took the three existing vision statements, ran them through chat GPT and tweaked them to create a new idea for the vision statement. She read the idea to the board. Barabara shared that she likes the verbiage of "alternative approach" from the original vision

statements. Multiple ideas were shared of where to add “alternative approach. The verbage was added in. Kyle added that we may not want to have the wording of “small class sizes” in the vision statement. The board decided that it was not necessary to have that wording in there as it is alluded to in the wording “research-backed strategies”. After a public comment from Tamra Bunnell, Laura clarified that notes from the meetings at the library when Brenda was employed as executive director were taken into consideration when re-writing the vision statement. Lynn reminded that board that this afternoon the board will discuss the direction they want CCID to be going. He asked the board if this discussion governs that discussion or if that discussion governs the results of the vision statement. Laura shared that our vision statement and the next discussion of Core Values should guide the discussion and decisions this afternoon. Lynn followed up with a question of if the founding principles and original charter goals applicable and survivable to the community needs and present-day student? Barbara asked how flexible a charter & application is? Laura shared that a charter amendment is on the agenda today because all charter agreements are being re-written at the state charter board (who is our authorizer). The amendment will take out outdated information from the charter. Barbara asked the admin what is different now than when the charter was written. Lynn responded that there is no way to ignore that CCID is continuing to lose students. If that trend continues our charter will fold. Is that trend because of our focus or because we are not staying true to our focus? We need to decide how to keep CCID open, how to align our charter vision to state mandates. Laura shared a list of key purposes of our charter agreement. None of the changes that will be shared are to change the crux of the charter. Peter asked if there is a mission statement, is there a need for a vision statement? He stated that the trend in business is to use a statement to explain why you do what you do, how it is different, and then an outline of what you do. If the mission encompasses the vision, do we really need both? Laura pulled up the mission statement (which cannot be altered) and read it to the board. Barabara expressed that maybe we are being a bit redundant. The vision statement is changeable and something that we could get rid of all together. The mission statement is inflexible and cannot be altered at all. Barabara highlighted the bullet point that students will have a safe environment to take risks, and suggested that maybe we have lost that piece. She feels like retaining that language is critical. Laura reminded the board that those words will remain in the key purposes of the charter and will not be removed. Barbara suggested that it be added to

vision. Lynn clarified that a mission statement defines what a party does while a vision statement outlines its future state. Laura asked if we are keeping a vision statement? It was determined that a vision statement will remain to guide the future.

## **Break**

10:25 - 10:40

- Laura called the meeting back to order at 11:00 AM

## **7. Core Values Workshop** *Laura Kohler, Board Chair*

10:40 - 10:55

- Review selections from charter application and charter agreement
- Laura shared a list of values currently outlined by the charter and school protocols. She asked for the admin's opinions on those values. Lynn suggested adding learning and becoming a lifelong learner. Megan suggested deleting global awareness and Melia added that life-long learner could be a component of global awareness. Megan also shared that community engagement incorporates global awareness. Peter asked if there are so many values, do their significance decrease? He also stated that we are well into 21st century skills, so that may be outdated verbage. Peter also shared that many of these values are shared by other schools (STEM, 21st century skills, life long learner), should we focus on what makes us different? Megan asked if there is a way to condense and find priority values to make them more achievable and easy for admin, staff, and teachers to focus on. Kyle reminded that board that their job is to guide the administration and a few purviews of helping the PTO and marketing. The board needs to give the admin the armament to do their job. Laura shared that the original strategic plan was 35 pages and it is currently 5 pages. Melia shared that the past plan had a lot of where we have been and present levels. She reminded the board that the strategic plan should be a PLAN; giving guidance for the future of the school. Laura asked if the board is ok to move with having a mission and vision statement? Peter stated that he supported his idea of revisiting the vision statement after the discussion of the strategic plan. Laura did not like that idea. It was determined that they board could outline the vision statement and then revisit and revise after that conversation. Melia shared that she thinks Peter's comment about keeping our list of values small keeps them more powerful and should be VALUES not academic practices. The value list was revised to 8 and will be revisited later.

## **8. Committee Structures** *Laura Kohler, Board Chair*

10:55 - 11:05

- Proposal to split School Excellence into Academic Excellence and School Culture
- Laura proposed splitting the School Excellence committee into 2 separate committees (Academic Excellence Committee & School Culture Committee) Laura also proposed that Peter be the chair of the Academic Excellence committee given his background in education. Peter asked about the goals and focus of the school. Admin shared that academics have to be a priority over marketing because if we land in systems of support or are not making academic growth, we will not have funding from the state. Admin shared that an academic excellence committee would be critical in reaching those growth goals and guiding those goals. Barabara shared that she feels like Peter's talents and expertise would be well utilized on the academic excellence committee. Peter asked if Don had left anything from his work in the past. Peter accepted the nomination. Laura moved to nominate Peter as the chair of the Academic Excellence committee. Barabara seconded the motion and the motion was carried unanimously. Lynn added that the academic excellence chair needs to have a critical eye, and he feels that Peter has that quality. Barabara added that the Academic Excellence will have a huge involvement in the evaluation of the executive director. Barabara suggested that she would be willing to do the school culture committee chair. Barbara nominated herself to the school culture committee and Peter seconded the motion. The motion carried unanimously.
  - The academic excellence would have the role of academics and school programs (PLPs, fieldwork). Peter
  - The school culture committee would have the role of holistic development, teacher development and retention Barabara and eventually transition to Samantha
  - The finance committee would have the role of overseeing financial sustainability Kyle
  - The facilities committee would have the role of safety & infrastructure Laura
  - The marketing committee would have the role of community engagement Barabara
  - The Executive committee would have the roll of board governance/Recruitment

## 9. Strategic Priorities *Laura Kohler, Board Chair*

11:05 - 12:30

- Laura suggested doing the Board Retreat and Strategic Planning Meeting in September so that goals are outlined at the beginning of the year to



guide the administration and the board throughout the school year. In conjunction with that, she suggested setting goals for 25-26 and not having a strategic planning meeting in September of 2025. Barabara liked the idea of establishing those goals and then still had a board retreat in September to reevaluate and revisit with added/new board members.

- The Academic goal is aligned with the trust-lands goal to avoid making extra goals and keeping things consolidated. Laura added that this goal can be updated to align with the Trust-land as it is approved by the board in the future. Laura suggested letting the Academics Excellence committee establish the 3 and 5 year goals for academics.
- The Holistic Student Development goal would work to foster the “We Are CREW” program, school-wide SEL, CHAMPS & RISE initiatives, and promote health and wellness through expanded physical education and mental health services. Barabara asked for the meaning of RISE, CHAMPS, etc. to be outlined in the strategic plan so the board is aware of what they are agreeing to in the document. Mickie reminded that board that at the last strategic planning meeting, Cindy suggested having a “glossary” of terms at the back of the strategic plan document to explain the meaning of terms used throughout the document to provide clarity. Laura suggested that the school culture committee meet and refine the goals as outlined in the strategic plan and come back with a recommendation.
- The School Programs goal is designed to increase students’ opportunities to participate in fieldwork and PLP opportunities. It was recommended that Robby Williams & Mickie Balls serve on the Academic Excellence committee to guide the development of PLPs and Fieldwork. Laura asked the Academic Excellence committee to develop 3 and 5 year goals and come back with a recommendation to the board.
- The Community Engagement goal is outlined to increase contributions and community involvement through marketing efforts. Laura suggested that the marketing committee review these goals and return with recommendations. Melia added that the parent involvement side of community engagement should be owned by the PTO. Peter asked how grant writing falls into this? Peter suggested that maybe there are parents who can contribute by doing development and grant writing? Laura is wondering if the PTO is the best place for the Parent Connection survey to live. Barabara suggested that the survey for the parent connections could be a responsibility for community engagement. Through the discussion of the board, Laura suggested that they community engagement goals in relation to parent involvement be given to the School Culture committee

and included beginning of the year family onboarding efforts Peter asked if Bill could send out in the Press of needs for involvement with the school board and committees? Laura suggested that the email come from the board due to the need to onboard more board members.

- **Teacher Development & Retention goals** are designed to meet the needs of the teacher survey distributed by the board and discussed earlier this morning. Laura suggested that the school culture committee refine these goals and present recommendations in the future. Laura also suggested that maybe a teacher's connection survey be created to outline the resources available to teachers amongst themselves. Barbara expressed adding a goal to give time for collaboration cross curricularly
- **Financial Sustainability goals** seeks to ensure our budget allows us to remain open. The five year goal focuses on retention of students. Laura would like the finance committee to look at these goals and refine them then return to the board with suggestions. Kyle shared that he thinks the school is doing things right, it's just a matter of sharing it with the public. Melia added that the parents who complain get the attention and most of those parents have not been a part of the school for several years.
- **Safety and Infrastructure goals** are outlined to ensure we will be in compliance with the new state guidelines that will be coming out of this legislative session. These goals also included goals to begin developing our pond land for better utilization by students. This includes water shares, access to potable water, garden space development, access to power, etc. Laura would like the facilities to refine these goals and present them to the board.
- **Board Governance** goals seek to ensure that the guidelines reflect the charter and mission statement of the school. The executive committee would create rubrics for evaluation and establish a schedule for evaluation and review so progress can be tracked and growth can be shown. Laura asked if the board had any input on the Board Governance goals specifically as these could be edited and approved today. Laura suggested that a formal vote on the board governance goals be given. Barbara moved to accept the board governance goals. Peter seconded the motion. Kyle abstained. Laura checked the by-laws and the board does need a vote of 4 to pass the motion. Kyle changed his vote to aye, and the motion carried.

## **Lunch**

12:30 -

1:00 Laura called the meeting back to order at 1:02 PM

## **10. Hybrid Model Proposal** *Melia Balls, Executive Director*

1:00 - 2:30

- Discussion

- Laura made clear that this is a discussion and not an item up for a vote as it would require some major adjustments in the charter. Melia has established a committee with teachers and parents to discuss ideas to increase enrollment. An idea that is on the table is a hybrid model which would offer an online component to our instruction. This would require us to make a formal request to the charter school board outlining how it would operate. One of the requirements for offering a completely online option would require us to make our online component accessible anywhere in the state. That would not meet our model of education. A hybrid model would allow us to require students to spend some time on campus. We could do an “ad hoc” model which would give homeschool parents the option to participate in classes in an a la carte fashion. The Partial enrollment model would allow us to have students that participate in most classes as decided by parents and we would receive monies based on their time at school. The committee would discuss how this model would look should the board decide that this is the route they would like to follow. Peter asked if other public schools in the area would also be positioning themselves to take on these Utah Fits All Students. Kyle asked about the legalities, SPED, and resource issues. Lynn expounded the options explained by Melia on the white board. A fully online model would not meet our model of instruction. Admin is looking at proposing something in between traditional in person education and a fully online option; a hybrid model. Admin feels like this model would allow for us to pick up students that need some different things for education. As a school we would need to set policies of requirements of on campus vs at home learning time. The policies would need to be flushed out more if this is the route the board chooses to go. The \$8,000 that home-schooling parents receive as the Utah Fits All Scholarship mandates that parents use that money on allowable educational resources. Existing public schools in the state of Utah are on the fast track to become providers for allowable education resources paid for through the Utah Fits All Scholarship. This money does not contribute to the WPU. Barabara asked how that would compare dollar wise; Lynn responded that he would be making that point in a little bit. We would have to determine the cost of our courses and where it would be more beneficial to enroll students as part time students as opposed to buying ad hoc courses. WPU money is

more than Ad Hoc monies would be. Lynn shared that a significant number of students that left went to an ad hoc system in a homeschooling model. Ad hoc students do not go towards WPU numbers or the 480 student count outlined in the charter. Partial enrollment students would impact the 480 student count outlined in the charter because we can only have 480 unique individuals whether or not they are fully or partially enrolled. To have partially enrolled student we would need to change our dual enrollment policy. Megan added that currently there are no districts offering courses to Utah Fits All Scholarship recipients younger than 6th grade. Most charter schools are offering courses to Utah Fits All Scholarships recipients beginning in Kindergarten. Melia's question to the board is if she can establish a committee with teachers, parents and a board member to explore these ideas and bring it back to the board with a recommendation. Peter suggested that he sit on that committee with his role as the chair of the academic excellence committee. Kyle reminded the board and the administrators to protect the culture of the school. Bill clarified that the hybrid model would require parents that are involved. Barabara worries about how this would impact the workload of teachers and does not want to place undue burden on teachers. Kyle asked how having hybrid students coming into the environment for certain activities would impact the culture of the class. Laura reminded that a hybrid model really brings up some trauma responses from teachers and should be explored cautiously. Barabara asked if there are other directions we can invest as opposed to a hybrid model. Peter asked about an implementation timeline. Admin responded that they would like to open the doors next school year with the hybrid option available. The committee would need to be formed and start meeting immediately so that if this is the route the board chooses to go, the charter school board can be contacted and the changes can be made in time to adjust the charter as necessary.

- Concerns expressed by the board to be explored by the committee:
  - A cost/benefit analysis needs to happen
  - Consider legislative trends and where the money will be in the future
- Alternative ideas for student retention/enrollment
  - Laura will meet with committee heads and discuss ideas that have been expressed by staff members

- Barbara gave an update with marketing efforts. Barabara expressed interest in exploring a possible position for a marketing position. Kyle explained that a marketing professional would cost about \$100 an hour. Through conversation with the board and admin it was determined that maybe the marketing efforts could become an in house responsibility.
- Bookmarks need to be distributed to preschools
- We've met our kinder allotment already
- Barbara has shared reels on instagram highlight the things we do at CCID. Since then our numbers on the lottery list has increased by 25
- Barabara moved to give Melia permission to establish a committee to explore the possibility of a hybrid model. Peter seconded the motion and the motion carried unanimously.

**11. Charter Amendment Proposal** *Melia Balls, Executive Director* 2:30 - 2:55

- Updated agreement per State Charter School Board rule change
  - The preference for enrollment was updated
- Removal of specific program names
  - The specific program names were removed from the Charter
- Barabara moved to approve the amendments to the charter. Peter seconded the motion. The motion carried unanimously.

**12. Housekeeping and Adjournment** *Laura Kohler, Board Chair* 2:55 - 3:00

- February meeting: Thursday, February 27, 2025
  - Laura would like committees to meet prior to and have things to share at that meeting
  - Barbara will be conducting the meeting because Laura will not be there
- Laura made an indisputable motion to end the meeting at 2:43 PM