

# Syracuse Arts Academy Board Meeting Minutes Thursday, July 10, 2025

**Location:** Academica West, 290 N. Flint Street, Kaysville, UT 84037



**In Attendance:** Nate Schow, Mary Johnston, Rene Dreiling, Neil Garner, Art Hansen,

**Others in Attendance:** Kellie Mudrow, Jon McQueary, Heidi Bauerle, Dawn Kawaguchi, Matt Mouritsen, Gabe Clark (1:25 p.m.)

The purpose of Syracuse Arts Academy is to develop respectful, confident citizens in a solid educational environment enriched by artistic expression.

## **Minutes**

### **2024-2025 Board Priorities**

Data Equivalent  
Development of Teachers  
Alignment of Curriculum  
Building Expansion Vision

### **9:04 AM – INTRODUCTORY ITEMS**

- Welcome & Roll Call – Mary Johnston
  - Board Mission – Nate Schow
  - School Mission – Kellie Mudrow

**There was no PUBLIC COMMENT.**

### **STRATEGIC PLANNING**

- *Balance Scorecard and the TOWS Model* – Mary introduced Matt Mouritsen, President of AW, as the featured presenter. She invited him to speak in order to showcase his leadership capabilities. Matt delivered a presentation on the balanced scorecard—a strategic planning and management framework—utilizing the TOWS model, a reverse application of the traditional SWOT analysis. He began by outlining the objective of establishing a foundation and vision for SAA’s 5-year strategic plan. His presentation focused on four key dimensions of the balanced scorecard: budget, stakeholder engagement, teaching–learning–administration, and innovation and continuous improvement. To illustrate these concepts, Matt explored real-world school scenarios, prompting authentic and constructive dialogue around potential challenges and strategic initiatives SAA could implement in response.

**10:16 AM – Neil Garner made a motion to take a BREAK. Nate Schow seconded the motion. The votes were as follows:**

**Mary Johnston – Aye**

Nate Schow – Aye  
Rene Dreiling – Aye  
Neil Garner – Aye  
Art Hansen – Aye

**Motion passed unanimously.**

**10:36 AM – Neil Garner made a motion to RECONVENE the meeting. Rene Dreiling seconded the motion. The votes were as follows:**

Mary Johnston – Aye  
Nate Schow – Aye  
Rene Dreiling – Aye  
Neil Garner – Aye  
Art Hansen – Aye

**Motion passed unanimously.**

### **STRATEGIC PLANNING (Continued)**

- Balance Scorecard and the TOWS Model (Continued) – The fluency of the conversation continues with the scenarios of the balance scorecard. Matt continued the discussion to takeaways on creating a balance scorecard which should connect to at least one other item. The board will be creating a method of capturing and communicating what is important to SAA's stakeholders.
- Populate the Balance Scorecard – Matt Mouritsen moved the conversations moved to TOWS starting with threats.
  - Threats
    - ✓ New Jr. High in West Point
    - ✓ New DSD elementary near South Campus
    - ✓ Syracuse is growing (state is slowing)
    - ✓ DSD relationship regarding charters
    - ✓ Funding threats
      - ★ SpEd (2-yr behind)
  - Opportunities
    - ✓ CTE growth, funding
    - ✓ CCA pathway
      - ★ Need policy to help funding
        - ✧ Chris Bleak, Molly Hart & Rod Hall
    - ✓ Appetite for expansion of successful schools
    - ✓ Syracuse is growing
    - ✓ Davis Education Network
    - ✓ Parents
    - ✓ SAA Reputation
    - ✓ Charter schools continue to grow while districts decline
    - ✓ Grant and funding access
  - Weakness
    - ✓ Jr. High capacity, waitlist
    - ✓ No pathway completer program
      - ★ No funding for CTE, CCA

- ✓ Specific gaps in curriculum & learning
- ✓ Curriculum vetting & selection
- ✓ Unity
- ✓ Specific budget items
  - ★ Child Nutrition Program
  - ★ SpEd
- ✓ ELL in TSI (Antelope Elementary)
- ✓ Gossip, miscommunication & misperception
- Strengths
  - ✓ Sports Jr. High
  - ✓ CCA in Jr. High
  - ✓ FBLA, other non-sport programs
  - ✓ Board influence, connections, vision, preparation
  - ✓ Board support for SAA mission (including curriculum)
  - ✓ Charter: arts integration/creativity of learning
  - ✓ Learning proficient, MPG
    - ★ Report out LEA level
    - ★ 20% SpEd

Kellie also had her administration do a TOWS activity which she passed out to the group. She also gave updates on the challenges and successes at the school.

**12:24 PM – Nate Schow made a motion to take a BREAK. Art Hansen seconded the motion.**

**The votes were as follows:**

**Mary Johnston – Aye**  
**Nate Schow – Aye**  
**Rene Dreiling – Aye**  
**Neil Garner – Aye**  
**Art Hansen – Aye**

**Motion passed unanimously.**

**1:25 PM – Neil Garner made a motion to RECONVENE the meeting. Art Hansen seconded the motion. The votes were as follows:**

**Mary Johnston – Aye**  
**Nate Schow – Aye**  
**Rene Dreiling – Aye**  
**Neil Garner – Aye**  
**Art Hansen – Aye**

**Motion passed unanimously.**

## **REPORTS**

### **➤ Administration**

- State of the School
  - ✓ **Current Enrollment** – Kellie Mudrow reviewed the current enrollment.
    - ★ Antelope: 508
    - ★ North: 743
    - ★ South: 429

★ Jr. High: 476

There was a discussion on total enrollment of the LEA and if there were any requirements on each grade or campuses. Kellie also informed the board of what they are planning on for classes at the South campus for opening.

- ✓ **Title IX Athletics Reporting** – Kellie reviewed the Title IX Athletics Reporting. All sports offered were equitable with even amount of female, male and co-ed designated sports. All spending for each gender was also equitable and the school didn't collect more than the cost. She also went over the sports comparison and evaluation.

- ✓ **Employees Engaging in Private Activities Related to Public Education ADMIN Procedures** – Kellie asked if any members had questions on this new procedure. There were no questions or concerns.

➤ **Board of Directors**

- What does Kellie need to know from the Board? – Mary just wanted to make sure that the board didn't have any questions for Kellie. She also wanted to make sure that Kellie didn't have anything to tell the board. Kellie stated that she is enjoying her breakfasts/lunches with each board member which has given her an opportunity to get to know them. Kellie also gave an update on the administration team.

## BOARD TRAINING

- Annual Policies, Plans, Procedures & Training Review – Gabe Clark reviewed the two items that are up for review this year. The first was the current year's out of school suspension and expulsion data which the board is required to review each year. The second was the Arrest Reporting Policy which states that anyone with an arrest must report it to the Lead Director within 48 hours of arrest. There was a discussion on the trainings and policies that the employees are required to review. Heidi will send the list that Platte has to Kellie.
- Review and Sign Board Member Agreement\* – Mary Johnston had all the board members sign the annual Board Member Agreement.
- Review Board Communication Guidelines – Mary Johnston reviewed the Board Communication Guidelines which was recently updated. She noted that discussions in emails shouldn't be about business due to a quorum. Mary stated that she will often email the members individually so that it won't be a quorum. There was a discussion on having individual conversations with the Lead Director and agenda setting.

## CONSENT ITEMS

- June 26, 2025 Electronic Board Meeting Minutes – There was no further discussion. **Rene Dreiling made a motion to approve the consent items. Nate Schow seconded the motion. The votes were as follows:**

**Mary Johnston – Aye**

**Nate Schow – Aye**

**Rene Dreiling – Aye**

**Neil Garner – Aye**

**Art Hansen – Aye**

**Motion passed unanimously.**

## VOTING ITEMS

- PTIF Resolution – Jon McQueary stated that with the change in the Lead Director, we need to sign a new PTIF Resolution that includes the Lead Director, Board Chair and AW's controller who is Cathie Hurst.
- Property & Liability Insurance Renewals – Gabe Clark reviewed the Property & Liability Insurance with Hanover for the new year which automatically renews on July 1. The increase was 15.8% which is significant. He indicated four factors that were the reasons for the increase.
- Re-Approve Electronic Resources Policy – Gabe Clark reviewed the Electronic Resources Policy which is required to be reviewed and re-approved every three years which is on the PPPT review.
- Amend Board Member Performance Expectations – Mary Johnston reviewed the changes to the Board Member Performance Expectations. The expectations were updated by removing the information about nominating a candidate for the board and added a reminder on the board responsibilities.
- Amend Parent Grievance Policy – Mary Johnston reviewed the Parent Grievance Policy which was updated to improve clarity and remove redundancy. She stated that she wanted to make the grievance process the same for the parents and staff.
- Amend Staff Grievance Policy – Mary Johnston stated that this policy has the same process as the Parent Grievance Policy. The grievance should really be resolved by the person closest to the issue.
- Salary Supplement for Highly Needed Educators Program Policy – Kellie Mudrow reviewed the Salary Supplement for Highly Needed Educators Program Policy (SHiNE). This used to be called TSSP and state decided what the highly needed areas of education were and set amount given. This next year, the state has will be letting the LEA choose what areas are highly needed and the funding will be much less. Kellie has decided to keep the highly needed areas the same as TSSP, but it will be reviewed every year. Her plan is to put the money where it makes sense. *Gabe Clark was excused at 2:17 p.m.*
- Emergency Communication System Purchase – Kellie Mudrow explained that building code requires all structures to be equipped with adequate systems that enable uninterrupted communication among emergency responders during a crisis. While this regulation is not commonly enforced in other jurisdictions, the Syracuse City Fire Marshal is actively upholding it. Compliance has resulted in an unexpected expense of over \$72,000, which neither OneWest nor SAA had anticipated. Following a meeting between Sheldon and Mary, both parties agreed to share the cost equally, with our portion totaling \$36,369.58. In addition, OneWest has absorbed approximately \$30,000 in other unforeseen expenses related to the project.
- Technology Purchase – Kellie Mudrow confirmed that the E-Rate contract for the South Campus's qualifying network and infrastructure was awarded in December, with E-Rate expected to reimburse up to 50% of the total cost. We are now prepared to move forward with the purchase. In an effort to reduce expenses, Michele explored a lower-cost iPad cart option; however, upon arrival, it became clear that its quality did not meet the standards of the higher-end carts currently in use at our other campuses. As a result, the cheaper cart will be returned, and we will proceed with purchasing the more durable iPad cart at a cost of \$27,698.

- 2025-2026 Sex Education Instruction Committee Membership – Kellie Mudrow noted that she has identified the required positions for the committee, with individual names to be included in the compliance documentation. The members will consist of two administrators, two teachers, one school nurse, and five parents or guardians. She clarified that, unlike the SLT committee—where parents cannot be school employees—this committee permits parents who are employed by the school to participate. Additionally, Kellie mentioned that the fifth-grade maturation program is currently out of compliance, and adjustments will be necessary. Further details will be provided as they become available.
- Charter School Board Building Official (CSBBO) – Mary Johnston stated that we need to update the CSBBO and it will be the Lead Director. It was formerly Dale as the facilities manager but as of June 30<sup>th</sup> his job has come to an end.
- Ratify Board Officers – Mary Johnston initiated a discussion regarding the current board officer roles. Presently, Mary serves as Chair, Nate as Vice Chair, Rene as Financial Coordinator, and Neil as Secretary. During the conversation, Neil expressed interest in transitioning to the Vice Chair position, which Nate was willing to relinquish. With Neil moving to Vice Chair, Mary inquired whether Nate or Art would be willing to assume the role of Secretary. Art agreed to serve in that capacity. Mary also indicated her desire to continue as Chair. **Nate Schow made a motion to approve the following items:**
  - **Approve the PTIF Resolution;**
  - **Approve the renewal of the school's insurance policies with Hanover Insurance Company;**
  - **Re-approve the Electronic Resources Policy;**
  - **Approve the Amended Board Member Performance Expectations;**
  - **Approve the Amended Parent Grievance Policy;**
  - **Approve the Amended Staff Grievance Policy;**
  - **Approve the Salary Supplement for Highly Needed Educators Program Policy;**
  - **Approve the Emergency Communication System purchase in the amount of \$36,369.58;**
  - **Approve the Technology purchase not to exceed \$205,000;**
  - **Approve the 2025-2026 Sex Education Instruction Committee Membership as follows: (2) administrators; (2) teachers, (1) School Nurse and (5) parents and/or guardians;**
  - **Appoint Lead Director as the Charter School Board Building Official; and**
  - **Ratify the Board Officers as follows: Mary Johnston, Board Chair; Neil Garner, Vice Chair; Rene Dreiling, Financial Coordinator; and Art Hansen, Secretary.**

Neil Garner seconded the motion. The roll call votes were as follows:

Nate Schow – Aye  
 Mary Johnston – Aye  
 Rene Dreiling – Aye  
 Neil Garner – Aye  
 Art Hansen – Aye

**Motion passed unanimously.**

## STRATEGIC PLANNING (Cont.)

- 2025-2026 Board Vision & 5-Year Plan & Finalize Balance Scorecard – Matt Mouritsen returned to finalize SAA’s balanced scorecard. He proposed the following Innovation & Improvements (growth areas) for the SAA Scorecard. He went through each area and made sure the board agreed was a SMART goal.
  - CTE/CCA pathway Funding Access Policy Project
  - Lunch (CNP) & SpEd Budget Management
  - ELL TSI Improvement
    - ✓ Close Specific Curriculum & Learning Gaps
    - ✓ Curriculum Vetting & Selection Process
  - Build Business Case for Jr. High expansion
    - ✓ Timeline
    - ✓ 2 vs 3 K-6 Feeders
    - ✓ Location: W or NW?
    - ✓ Financing Options: Bonds, Leases, Savings
  - Overcoming Internal misconceptions: Salary Compensation & Tangibles, Unity Across Campuses
  - Engaging Externally: Promote Learning Proficiency/MGP, Parent Engagement

## DISCUSSION ITEMS

- Review 2025-2026 Board Meeting Schedule – Mary reviewed the board meeting schedule. There were meetings that board members wouldn’t be able to attend due to other commitments. Different dates were discussed but not agreed upon. Dawn also pointed out the change of the April meeting moving to March due to difficulties working around Spring Break. There was also a discussion on changing the June Board Retreat to possibly in April, May or August and even just doing one retreat in February. On a side note, Jon stated that, “We have a lot of bruised fruit because people touch it in the US”.
- Calendaring Items – ALL
  - Next Pre-Board Meeting – July 28<sup>th</sup>
  - Next Board Meeting – August 7<sup>th</sup> @ North Campus
  - NCSC26 New Orleans, LA June 24-26

**3:05 PM – Nate Schow made a motion to ADJOURN. Neil Garner seconded the motion. The votes were as follows:**

**Mary Johnston – Aye  
Nate Schow – Aye  
Rene Dreiling – Aye  
Neil Garner – Aye  
Art Hansen – Aye**

**Motion passed unanimously.**