



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

“Loving Scholars, Nurturing Minds, and Empowering Futures”

Regular Board Meeting

Jumoke Academy Central Office - 999 Asylum Ave., Suite 200, Hartford

Tuesday, February 11, 2025

6:00 p.m. - 7:00 p.m.

Minutes

Board Members Present in-person:

Sam Gray, Board Chair

George Sutherland, Community Representative

Myron Stewart, Community Representative

Leticia Acosta, Teacher Representative

Vera Smith-Winfree, Fundraising/Community Representative

Virtual:

Suzette DeBeatham-Brown, Community Representative

Staff Present: Dr. Troy Monroe, Dr. Marie Gordon-Hall, Sharron Solomon-McCarthy, Sheila Osborn, Sheryl Deloso, Ana Marcil, Kashay Green, Bobby Gibson, Jr., Latoya Johnson, Natalie Best & Tanisha Whitter

Virtual Staff: Lawrence Jeune, Keith Fernandez

Guest Present: TED, SMaRT and HC Scholars of the month and family & Mr. Walter O'Connell

OPENING

- Welcome/Public Comments

The Jumoke Board of Directors meeting was called to order 5:59 pm by Board Chair Gray. There were no public comments

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

BOARD CHAIR COMMENTS

Mr. Sam Gray, Board Chair

- Opening Remarks

Board Chair Gray announced that there are two potential board member interests, the first is Dr. Kerwin Low who is an Associate Director of Engineering at Pratt & Whitney. Dr. Low has an expertise that is needed in STEM, he's passionate about his work, and is a good representative of our students as he grew up in a similar environment. The next candidate is Ms. Sonserae Cisero, she is a Human Resources professional and business partner currently working with SHEBA Consultants, LLC. Both candidates bring a level of professionalism and expertise to the board. Board Chair Gray requests to hold off on additional discussions regarding the candidates until Superintendent Monroe has shared additional guidance regarding board governance.

CEO/SUPERINTENDENT'S REPORT

Dr. Troy A. Monroe, CEO/Superintendent

PART A

- January Scholar of the month Recognition
 - Darren Lawrence, TED-JAH

Principal Johnson presented the award to Darren, he was represented by his classroom teacher Mrs. Thelwell who was in attendance as well as his family. Per Principal Johnson, Darren is the prime example of a role model and sets the example. Darren, a kindergartener is currently reading at a 2.5 reading level, his parents state his vocabulary has taken root. He is one of the youngest Jumoke Academy scholars.

- Aryana Carr, JAH-SMaRT

Principal Green presented the scholar of the month award for Jumoke Academy Honors SMaRT. Aryana is focused and ready to learn, she has a positive outlook on learning, very respectful and in-tune with her learning. Aryana is one of the first student council members and holds herself to a high standard.

- Yeriel Burgos Rodriguez, JAH-HC

Principal Gibson presented the scholar of the month award for Jumoke Academy Honors as the Hartford Conservatory to Nyla Watson. Nyla consistently comes to class prepared, ready and eager to learn. With a strong sense of responsibility, she actively participates in class, is a good listener and one of the most talented scholars as she has performed in the play Hamilton.

- Papa Yaw Obuobi

Principal Green announces that The District Spelling Bee 2024-2025 winner is Papa Yaw Obuobi who was not present at the board meeting. Principal Green states that Papa Yaw competed against a 4th grader winning at the district level. Per Superintendent Monroe, Papa Yaw went over 60 rounds in the Spelling Bee. Last year his sister represented Jumoke Academy and won. The next Spelling Bee is scheduled for March 9th, 2025, at S. Joseph's College.

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

The CEO/Superintendent presented the scholar of the month certificate and gift bags and encouraged scholars to continue their pursuit of excellence in all things. Board Chair Gray congratulated the scholars and their parents for a job well done. Board Chair Gray made a note that the agenda had an incorrect title date of January 14th, as today is February 11, 2025. So noted by Superintendent Monroe.

Board Chair Gray requests a move to adjourn this portion at 6:13 P.M. Board Member Smith-Winfrey made a motion for adjournment and Board Member Sutherland seconded the motion.

PART B

- District Updates

Board Recruitment:

Superintendent Monroe advised that we need to establish a selection criterion, considering experience in governance, education, non-profit leadership, and finance. Current Board Members should leverage community networks, local leaders, alumni, and be passionate education advocates for recruitment. We are seeking candidates committed to the Academy, student success, and active participation in board meetings, committees, and fundraising. Resumes should be submitted and reviewed by a committee including Board Chair Gray and other board members. Formal approval leads to a board vote and approved members will receive an acceptance letter and an invitation to the next board meeting. New members will then learn about overall roles and responsibilities through an existing board member "mentor" for continued guidance.

Board Member Smith-Winfrey inquired about the allowed number of board members. Superintendent Monroe explained that the bylaws require at least 4 members, plus 2 *ex officio* parental board members per the certificate of incorporation. These parents can vote or influence voting decisions. Superintendent Monroe has been working with parents through JAPA and seeks those who bring value beyond parenting and meet the same criteria as current board members.

Board of Trustee Profile Dashboard:

Superintendent Monroe and Chairman Gray created a Board of Trustee profile, detailing demographic, expertise, and tenure. He stated that we are seeking emerging professionals with diverse backgrounds, more expertise, and connections to industries like insurance for resource opportunities and parent representation. Board Member Smith-Winfrey suggested broadening the reach beyond insurance professionals. Superintendent Monroe agreed and emphasized reconnecting with Hartford's insurance sector was the original goal.

Board Chair Gray proposed moving forward with the two candidates, requesting a job description and representation dashboard for Dr. Low and Ms. Cicero. Superintendent Monroe committed to completing the dashboard prior to the next meeting. Dr. Low's nomination: motion by Board Member Acosta,

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

seconded by Board Member Smith-Winfree. Approved unanimously. Ms. Cicero's nomination: motion by Board Member DeBeatham-Brown, seconded by Board Member Stewart. Approved unanimously.

PART C

Curriculum & Instruction

Dr. Marie Gordon-Hall, Chief Academic Officer

- Academic Update

Theme: Leveling the Playing Field for Scholars' Success

- Principal Latoya Johnson, TED
- Principal Kashay Green, SMaRT

The Chief Academic Officer announced that we have a mid-year assessment update, with Principal Green and Principal Jonson presenting. Winter data shows a slight decline in performance. The district faces staffing challenges since COVID-19, and attendance issues due to illness. Efforts are ongoing to support teachers and ensure students receive the support they need as well.

Principal Johnson shared that we had the opportunity to have an instructional specialist come in and assist the scholars and described the progress for all areas of performance.

Reading Progress: AMIRA (K-3) and NWEA (Middle School) benchmark assessments track fluency and comprehension. Reading achievement targets increased from 35% in fall to 45% in winter, showing overall growth. The goal is to sustain reading growth and increase the reading percentile by 12% in the spring.

Math & Science Performance: NWEA (Math), 50% met the fall target, but only 25% met the goal in winter. For science, grades 3-4 school wide declines were observed. The goal is to increase math achievement by 10% and science by 11% by the spring.

Assessment & Support Strategies: Growth targets are based on data, aiming for scholars to reach the 60th percentile or higher, testing tracks the same students unless they have left Jumoke Academy. Interventions include small group instruction to close gaps, WIN ("What I Need") time for personalized support, differentiated math and guided reading approaches and hands-on manipulatives aligned with lessons.

Resources & Curriculum: High-quality reading and math curriculum in place for 2-3 years. Supplemental Programs include: Tegrity for phonics/literacy (K-1) and Rigby Library for classroom reading materials. Teachers have the necessary resources and professional development support.

Superintendent Monroe asked for any questions; none were raised.

Principal Green, like Principal Johnson, is leading this team effort. At the middle school level, scholars take NWEA assessments in reading, math, and science.

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

The fall target was 35% of scholars achieving at the 50th percentile or higher, indicating strong performance. The winter target increased to 45%, but there were decreases in all subjects.

At JAH-SMaRT, math remains the strongest data point, with 21 scholars improving their scores, though there was a slight 1% decline in achievement compared to other subjects. The goal for spring is 55% across all subjects, aiming for 78 scholars to achieve higher scores by the end of the year. While reading decreased by 3% and math by 1%, scholars are making progress. Most grades are performing slightly above the school's average for growth. The focus remains on achieving higher performance levels and overall academic growth.

Principal Green has faced staffing challenges this year due to medical leaves and absences, requiring a restructuring of the school environment to ensure scholars receive certified instruction. The school has strong academic assistants (AA's), three of whom are training to become teachers. When covering absences, AA's step up to support classrooms, though this reduces small-group instruction time.

Co-teaching opportunities ensure AA's always work alongside certified staff. Instructions are tiered:

- Tier 1: Core curriculum for all scholars
- Tier 2: Adjustments and targeted learning
- Additional support from special education staff

Spring goals focus on increasing projected growth across all subjects. The target is to meet district-wide goals:

- Reading: +39%
- Math: +42%
- Science: +39%

This would bring overall achievement to 55%. To strengthen instruction, the school is restructuring data-driven practices, ensuring teachers collaborate on assessments, and enhancing professional development. District staff continue to support classrooms, with an emphasis on curriculum fidelity, increased walkthroughs, tiered instruction, and strategic course corrections.

Scholars also have access to electronic learning platforms that align with NEWA assessments. Board Member Sutherland inquired if the testing includes the same scholars, these numbers are compared to other districts and nationwide data, including schools in Hartford. Board member Smith-Winfrey raised concerns about discipline impacting growth. Principal Green acknowledged this and is making strategic staff adjustments, leveraging the strengths of AA's while balancing classroom instruction needs.

Board Chair Gray stated that both presentations were excellent and thanked the principals for their contributions

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

PART D

Enrollment, Enrollment Initiatives & Marketing

Sharron Solomon-McCarthy

The Director of Student Support Services, Mrs. Solomon-McCarthy reported that as of October 11, the official state cutoff date, enrollment stood at 571 scholars. There were 550 from the three Jumoke campuses and 21 from Achievement First. Year-to-date (YTD), enrollment is 568 scholars, 547 from Jumoke campuses and 21 from Achievement First. Jumoke has a MOU with Achievement First, allowing rising 9th graders to get automatic admission if they apply. These students remain Jumoke scholars, and the school receives partial funding for them. There has been a total of 30 withdrawals from Jumoke Academy for various reasons.

The Director of Student Support Services indicated that the enrollment trends are a nationwide post-COVID-19 decline in student enrollment with a 9% drop in the first year after COVID-19 and a 1% loss over the past two years. Similar trends have been seen in Bloomfield and Hartford, just on a smaller scale and charter schools like Achievement First and Booker T. have seen similar enrollment declines.

Retention Efforts & Upcoming Initiatives:

School lottery in late February and March (early decision) to secure families who have already applied. Community outreach initiatives are underway, and events include visiting the Boys & Girls Club, The Women's League, Local Churches, Farmers Markets and the like.

Marketing & Enrollment Updates:

Superintendent Monroe emphasized ongoing strategic marketing efforts to attract new scholars.

- Telemundo commercial aired the Super Bowl weekend
- Running on NBC streaming channels in English and Spanish through May 5th
- Previous commercials resumed airing on 2/6/25 during and after news broadcasts
- Additional marketing includes yard signs, word of mouth, and bilingual flyers

Superintendent Monroe asked for any questions; none were raised.

CONSENT AGENDA

- January Regular Board Meeting Minutes
- December 2024 Financial Statements
- Liberty Bank Credit Application

Board Chair Gray requested a motion to approve the consent agenda as presented, Board Member Smith-Winfrey moved to approve, and this was seconded by Board Member Sutherland. There was no opposition or abstention, and the motion was carried unanimously.

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

DIRECTOR OF FINANCE REPORT

Sheryl Deloso, Director of Finance

The audit was completed on February 5th and reviewed by the Finance sub-committee, with Mr. Walter O'Connell present. The Director of Finance introduced Mr. O'Connell and he provided an audit highlight stating that we have a clean audit opinion on page 1 and a clean Government Auditing Standards (GAS) opinion on page 3. Mr. O'Connell reported that there were also special audits conducted on internal control, state & federal programs and expenditure on state & federal funds. Cash balance increased by a great deal due to federal grant drawdowns and accounts receivable decreased due to the write-off of uncollectible funds. Mr. O'Connell's recommendations are to review bad debts & outstanding receivables monthly. Our financial position is that the assets remain stable compared to last year. There is a decrease in property equipment due to construction purchases and depreciation. The accounts payable significantly decreased as of 2023 balances were paid in 2024. The payroll tax liabilities increased due to staff growth. Notes payable (Bank of America) remain unchanged as per annual payments. Deferred revenue (YASS Foundation) remains steady and the net assets without donor restrictions have increased.

Mr. O'Connell noted that government grants have increased, while grants and contributions have remained flat. Program-related income declined due to fewer reimbursements resulting from reduced services. Overall, total revenue and expenses increased, with management and general expenses rising due to staff growth. Meanwhile, fundraising revenue declined. Mr. O'Connell's key concerns & recommendations are that the accounts receivable must be reviewed monthly to ensure funds are collected, and grants should be applied for immediately to avoid missing funding opportunities. Additionally, cross-training is needed for better financial management. The accounting software & banking improvements were noted and there is significant progress in the accounting department. Mr. O'Connell praised the improvements.

Additional Updates from the Director of Finance include:

- Gala Sponsorship: 45% of tickets sold (Total sales: 235, need confirmation of remaining sales).
- 325 Renovation Update: 100% complete but waiting on the certificate of occupancy, delayed due to the city's planning & zoning department. We expect an update by Thursday or Friday.

Board Chair Gray acknowledged the Director of Finance's work and emphasized the importance of resolving outstanding accounts receivable. Board Member Steward noted that failing to collect allocated funds could be legally problematic, and follow-ups are needed to recover any possible funding. The Director of Finance confirmed there are no material weaknesses in state financial assistance. Revenue and spending analysis are positive.

End of the Director of Finance Reports.

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.



JUMOKE ACADEMY CHARTER SCHOOL

Mission: To prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. The academy is dedicated to rigorous academic and social standards achieved by holding high expectations for all students during challenging instruction.

BUILDING SUB-COMMITTEE REPORT

- None

EXECUTIVE SESSION

- None

ITEMS FOR FUTURE AGENDA

- None

ADJOURNMENT

The Board Chair requested a motion for the adjournment of the meeting, Board Member Smith-Winfree moved to motion, and this was seconded by Board Member Sutherland, there were no abstentions or oppositions, and the motion carried unanimously. The Jumoke Board of Directors Meeting concluded at 7:33 P.M.

Jumoke Academy will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, intellectual disability, mental disability or physical disability including, but not limited to, blindness, (unless such disability, even with reasonable accommodation, prevents the applicant from being able to perform the work involved), or in any manner prohibited by the laws of the United States or of the State of Connecticut. Further, Jumoke Academy will not retaliate against or condone retaliation against any person or group of persons who oppose actions, treatment or conduct that they believe to be discriminatory.