Board Meeting (via Zoom)
Board of Trustees Meeting Minutes
June 3, 2026
4:00PM – 6:11PM

Members Present:
Robert Dean, Chair
Vilma Rosario, Vice Chair
Alejandra Barrera, Member
John Goodman, Member
Hanane Hakim, Member
Ana Harvey, Member
Allison Kokkoros, Member
Helen Mesfin, Member
Ingrid Toledo, Member
Hector Torres, Member
Johan Uvin, Member
Larry Villegas-Pérez, Member

Members Absent:
Cesar Lopez-Morales, Secretary and Treasurer

Staff:
Eduardo Aponte, Vice President, Finance
Elani Lawrence, Chief Academic Officer
Angela Medina, Chief Operations Officer
Libby Miller, Chief of Staff
Alexis Ortiz, General Counsel
Karla Vasconez, Director of Executive Administration & Strategic Initiatives

Quorum: Yes

Welcome & Pre-Meeting Announcements
Board Chair Robbie Dean provided opening comments and welcomed everyone to the meeting. The meeting was called to order at 4pm.

Review of Agenda
Mr. Dean asked if there were any proposed changes to the agenda previously sent to the Board. Board members did not propose any changes to the agenda.

Public Comment Period by Members of the School Community
Mr. Dean confirmed that no members of the public had signed up to give comments during the Public Comment Period.

Consent Agenda Approval
The following items were brought forward for approval as part of the Consent Agenda:

- Minutes of the Board's regular meeting held on March 4, 2026.
- Minutes of the Board's special meeting held on March 19, 2026.

Mr. Goodman moved to approve the Consent Agenda, and Mr. Torres seconded the motion. Following the invitation for discussion on the motion, a roll call vote was conducted, and the Consent Agenda item was approved unanimously.

Mission Moment
Ms. Kokkoros then introduced Gilbert Trueman as the Mission Moment speaker. Mr. Trueman is a Retention Specialist and Case Manager with the School and is on the front lines of providing direct support to learners.

Mr. Trueman noted that he started at Carlos Rosario in 2016 as an ESL student. He began working at the School part-time in the evening as a program assistant, then became a case manager, and is now a lead retention specialist. He stated that he knows from experience how support and encouragement can make a difference for students. Students face many barriers that affect their success. Through supports such as case management, employment support, and help accessing housing, health insurance, and mental health, they help students stay focused on their goals. Mr. Trueman shared that this is his last year as an undergraduate earning a degree in psychology. He plans to start his master's degree in social work at UMD Baltimore. He then hopes to return to Carlos Rosario as a counselor. He wants students to see from him that anything is possible and to continue to provide the best support possible.

Board Members thanked Mr. Trueman for sharing his powerful story and continuing his journey with the School, and serving as an excellent example of what the School can do.

CEO Report
CEO Allison Kokkoros referred to materials shared in advance and noted the following highlights in her report:

- Ms. Kokkoros noted that this is an unprecedented time in D.C. with the Mayor and multiple city council members up for election.
- She highlighted that the School has attended and brought testimony to 10 different Council hearings over the course of this fiscal year. Multiple people from the School have shared their testimony at these hearings. Students and staff have gone to forums to probe what candidates think about adult education charter schools and hear responses on the record.
- Councilmember Fruman visited the school today and went for a tour. He had lots of questions and was very interested in the work that the School does. Board Member Hanane Hakim attended that tour.
- With respect to codifying the School's model, which is part of the strategic plan, the School has worked with AIR for a grant-funded qualitative and quantitative study. The quantitative study is coming out soon, and AIR shared that they had not seen such strong performance data. Carlos Rosario's model is getting measurable results that are exemplary.

- The School also hosted a visit with the Deputy Mayor for Education last week at the Sonia Gutierrez campus. The Deputy Mayor was interested in topic of investing in teachers and teacher retention, and was able to see classrooms in action.
- The School has been invited to an upcoming convening on the topic of AI and digital literacy organized by UNIDOS US, to share what they are doing to train staff and students.
- The Board has been nominated for an award from the Center for Nonprofit Advancement. The Board is now a finalist, and the Center will do an on-site visit and meet with Board Members.
- The recent COABE conference reinforced that the School should be presenting more at national conferences in a very strategic and intentional way. A future edition of COABE's professional publication focuses on workforce development. Ms. Kokkoros is assembling a team of authors to put together a proposed piece on employer partnerships, and will highlight collaboration with Washington Hospital Center, which will coauthor.
- With respect to AI, the School is doing quite a lot. There is a policy in place that staff worked on earlier this spring. The School is also participating in a cohort with Bellwether to help come up with an AI plan for school. This includes focus groups for staff and students, learning what sentiments are, and how people are already using it.
- Mr. Goodman noted that he is part of the U.S. Commission on the Competitiveness of AI, which issued a report yesterday. The first recommendation was on the importance of trust. He recommends that as the School explores the way AI can further its mission, that they do so in a way that emphasizes using AI in a way that is reasonable and ethical.
- Mr. Torres asked if there are programs already available to help students make up lessons and to study, particularly in the area of language access. Ms. Kokkoros responded that there are use cases for instruction and filling gaps of instruction. Some teachers were early adopters. The School is collecting potential use cases, but is committed not to use AI in a way that puts learners or the School at this. That is already in the School's policy.
- Mr. Dean celebrated the School's work to codify its approach, and was excited to hear that the AIR quantitative report will demonstrate strong performance.
- Ms. Lawrence then provided the following academic performance report:
- She shared that the School is on track to attain all of its Charter goals this year. The School is still finishing up with some of its end-of-year assessments, but is in a good place right now.
- This school year, 25-26, is the first year of full implementation of the ASPIRE framework. This year includes new school-specific performance measures, including the passing of the citizenship exam and the certificates earned on the North Star digital literacy assessments. The ASPIRE framework also looks at progress in the ESL and GED programs, as well as the work that the Student Services team completes.
- The School has moved completely out of the red on the framework, and all metrics are in yellow or green. Anything in yellow shows that the School has exceeded the floor of that metric and is working toward meeting the target; anything in green shows that the School has exceeded the target for the metric.
- Ms. Lawrence shared the following highlights: first, in the ESL program, the School has seen a tremendous amount of growth. This year, in addition to the CASAS reading assessment, they have also offered a CASAS listening assessment, which gives learners multiple opportunities to show how they are growing in their English language development.
- They have also seen tremendous growth in the School's GED programs. They have been working closely with GED teams to help them understand the very specific business rules in

the ASPIRE framework, and to support them to create individualized learning plans for students, including students who have attempted exams multiple times.

- They had an individual attempt the GED exam 13 times, and today that individual was successful.
- Ms. Lawrence stated that the School had initially been concerned that they had yet to have 10 students pass the citizenship exam in order for that to show up on the framework. The School is now up to 18 students who have passed the citizenship exam.
- Ms. Kokkoros thanked Ms. Lawrence for explaining the complexity of the ASPIRE framework. The math that goes into the framework relates to the size of universe for each individual segment, which makes it hard to predict what level the School might achieve, because it's not simply needing to meet the target.
- Mr. Villegas-Pérez credited the student who took the GED test 13 times for their will and motivation. He stated that he is beyond happy with work that the School does.
- Ms. Toledo stated that she understands from the context of the ASPIRE framework that even if an item is in yellow, that doesn't necessarily mean there are concerns. She asked if there are concerns on any metrics at this point.
- Ms. Lawrence explained that the framework has floors and aspirational targets. If the floor is not reached for that metric, no points would be earned. Anything exceeding the floor and not yet reaching the target has been colored as yellow. All of those areas earn points. Depending on how many students are captured in that metric, there's a weighting of points and percentage of points.
- Mr. Dean stated that one way to think about it is asking whether the School is going to meet ASPIRE level 1. Another orientation is whether the School is meeting goals for successful programs across different areas. There are some areas where they have not seen improvement over the last few months, such as ABE, and the question is what more can the School provide to students to help them home in on language learning process.
- Ms. Lawrence clarified that the ABE gains look at students in the GED program and measure progress for them in two ways, the TABE exam and the passage of GED subject tests in RLA or in math. That calculation is not yet complete because the School doesn't have all of that information just yet. There is also a gain in the denominator, due to ongoing enrollment over the course of the spring by students who have not yet had the opportunity to complete those exams to show a gain in those assessments.
- Ms. Kokkoros asked Ms. Lawrence where there are areas that the School is shoring up in terms of performance.
- Ms. Lawrence mentioned gains in the GED program, where they are also in the process of creating a different model starting next school year. They are hiring a director of GED programs to ensure alignment between English and Spanish GED programs, as well as high quality professional development for teams and closer monitoring throughout school year. She noted that with respect to the ESL program, the School has introduced several supports, including digital literacy supports, and is looking into what more they can provide to students in the program. There is also a need for additional digital literacy support for some of their workforce training programs.
- Mr. Uvin shared that several years ago, as part of the Board assessment, Board Members felt they weren't focused enough on the outcomes of the School in their meetings. The Board made academic outcomes the primary emphasis of the strategic plan. Today the School has excellent

performance data and everyone is engaged in the conversation. From an organizational perspective, it is enormous what they have done over the last few years.

- Ms. Kokkoros shared some highlights on the School's organizational dashboard. The School's enrollment audit takes place in fall, and they are holding themselves to retaining 90% of the audit enrollment level at which the School is funded.
- She stated that with respect to budget variance, the School is up a little in revenue and expense.
- With respect to employee retention and voluntary turnover, as of this point in the year, they have a retention rate of 97.98% of staff. The teacher retention rate is even higher, at 99%.
- Ms. Rosario asked Ms. Kokkoros to tell staff how much the Board appreciates what they've done, which is a testament to Ms. Kokkoros and School leadership. Mr. Torres encouraged Board members to thank staff members directly when they are able.
- Ms. Hakim noted the relationship between staff retention and student success, and stated that staff consistency creates trust and positive student outcomes.
- Ms. Barrera mentioned the survey of staff and teachers that was conducted as part of the accreditation process. The survey showed in detail how happy staff were as part of the School.

Finance and Development Committee

Mr. Goodman noted the following:

- The Finance & Development Committee met on May 20th. They discussed the FY27 budget, and also have a proposed amendment to the finance policy, codifying practices that were put in place to address auditor recommendations from last year.
- The Committee also reviewed investments, committee goals, and fundraising progress.
- Overall the School remains financially strong, is strategically invested and is well-positioned for long term stability.
- The Committee carefully looked at management's FY27 budget proposal. It is centered on strategic resilience and balanced growth, which is an apt focus for the School's mission.
- The Committee received an update on FY26 performance, and had deep discussions on whether it aligns with strategic priorities and looking at investments and reserves.
- The Committee unanimously recommends approval of the FY27 budget.
- The proposed finance policy amendment codifies an auditor recommendation of locking accounting periods and the prohibition of manual overrides—things that could otherwise enable changes in records that could call those records into question. This is a technical action for the Board.
- The Committee also talked about development. The development team under Mr. Marchese's leadership is doing very well. FY26 fundraising is currently exceeding its goal, at 122% of the target, so the School is raising its target.
- One aspect of fundraising that is lagging is Board Member contributions. Some Board Members have not yet contributed. Members are asked to contribute at a level that is meaningful to the Member personally.
- Mr. Goodman gave kudos to school on the Achieving the Dream event, noting that the School exceeded its goals.
- Mr. Aponte shared the following:
    - FY26 is a really strong story and provides important context for FY27 projections. FY26 is forecast to come in at 3.4 million dollars, which is a couple million dollars favorable to budget.

- That breaks down into $1.2 million of one-time non-operational revenue and gains in the School's investment portfolio at the time of the forecast. The School also had a DOH nursing grant it didn't budget for because they didn't know they were going to get it. Additionally, they underspent on expenses by approximately $600,000 across a number of line items.
- If you strip out the $1.2 million of favorability on the non-operational one-time revenues, that places the School's net income closer to $2.2 million versus $1.3 million budget.
- This year, the School took about $900,000 and put it into some additional capital expenditures, mainly on the facilities side, and increased the contribution to the reserves.
- The School had a number of investments included in the budget proposal, around $4 million spanning expenses and capital. The School added 13 members to its academic team, launched the SIS project, renovated two kitchens, had a number of process automation system enhancements and cyber investments, and increased marketing around enrollment.
- With respect to the FY27 budget proposal, the budget builds on three years of disciplined financial management. The proposal is anchored on three priorities around academic, staff, and program expansion. This includes nine new positions, six of which are instructional. The School has been deepening staff and student investments, such as the tutoring platform for students. They are also focused on maintaining and growing the School's long-term financial health.
- On the revenue side, the School is projecting $43.7 million.
- The enrollment target underlying the revenue is 2,015 students.
- The School is expanding its high-retention nursing program to include more sessions in the fall and spring, and adding a new hospitality offering that will launch in the spring of 2027.
- On the expense side, there are about $4 million in strategic investments. Of that $4 million, $1.2 is being put toward how to run the School better, including its core systems, HR and finance improvements, and AI implementation initiatives. About $1.1 goes toward keeping buildings safe, ready, improving, and toward additional long-term maintenance. About $1 million goes toward more teachers and student support with instructional positions and student support roles being added and an increase in staff professional development.
- There are some increased expenses on the compensation side, including related to significant increases on health plan premiums. There are also salary increases, primarily driven by the faculty compensation scales.
- On the reserve side, next year's budget assumes that they will contribute an extra $1 million to the budget. The strategic reserve remains untouched as of this year. They will come back to the Committee and the Board in the fall with a plan for how to use those funds over the next couple years.
- With respect to cash, they will end the year with a cash balance of $14.5 million next year. This equals approximately 163 days of cash using PCSB's calculation.
- They recommend approval of the FY27 budget as presented.

- Mr. Goodman noted that Mr. Uvin previously highlighted the progress the School has made in monitoring academic performance, and stated that similar progress has been made in the same

time period with respect to financial planning and financial performance. He shared his compliments to School staff for the progress that has been made.

- Ms. Toledo highlighted the rigor and growth they have seen there as well. Mr. Aponte did an amazing job showing how resilient the budget the School is building really is. It shows how well-positioned the School is.

The Board then took a short break.

Academic Oversight and Strategic Planning Committee

Mr. Uvin noted the following:

- The Committee met on May 6 and had a very productive discussion. The Committee looked at Charter contract goals and the new ASPIRE framework metrics, and had robust engagement on progress toward those goals. They looked at the School's estimated ESL performance and discussed how to support teachers to get to the place the School needs to be by the end of year. The Committee agreed that the School should advocate for getting credit for students who passed the GED exam last summer.
- The Committee reviewed the AIR qualitative study and made recommendations to include more of the School's history.
- The Committee also discussed progress on Student Information System (SIS) and AI initiatives. The Committee probed on SIS beta testing to ensure all systems will be ready for launch when the time comes. They discussed plans for data migration and recommended proactively informing OSSE of the upcoming data migration.
- The Committee discussed the idea of an AI maturity assessment to determine operation efficiencies that AI could support.
- The Committee talked about the status of strategic plan implementation and an assessment of School's risk factors, including a scenario planning framework for the School and proposed risk factors to explore.
- This is yet another area where the School has made significant progress from several years ago.

Governance and Nominating Committee

Ms. Mesfin noted the following:

- The Governance & Nominating Committee has been actively recruiting and interviewing Board Member candidates that can bring considerable expertise to the Board, including to fill the critical skill sets of departing Members.
- After a thorough and rigorous process, the Committee is pleased to recommend Dr. Steven Johnson as a Member of the Board. Dr. Johnson has extensive experience that he would bring to the Board, including as the Executive Vice President Overseeing Operations, Human Resources, Capital Projects, Procurement and Business Operations at Events D.C. Dr. Johnson also has experience in the world of education, having served for over 20 years in various capacities at Howard University.
- The proposed draft Resolution would elect Dr. Johnson for a Board term beginning June 4, 2026, through December 31, 2028, to align with other Members on that term cycle.
- The draft Resolution also proposes updated terms for the Board's Chair, Vice-Chair, and Officers. Robbie Dean would continue to serve as Chair, Vilma Rosario would continue

to serve as Vice-Chair, and Cesar Lopez-Morales would continue to serve as Secretary, all until December 31, 2028. John Goodman would serve as Treasurer for the same term.

- With respect to Committee assignments, together with the Board Chair, the Governance & Nominating Committee proposes that in order to accommodate a new member joining the Board, that they add a member to the Academic Oversight & Strategic Planning Committee, which could open up a spot on the Finance & Development Committee.

Closed Session

Mr. Dean noted the next item on the agenda is slated for closed session, citing the DC Code provision for doing so:

- Discussion in closed session pursuant to DC Code § 2-575(b)(10) – personnel and DC Code § 2-575(b)(11) – trade secrets and commercial or financial information.

Mr. Torres moved to approve entering the closed session for the stated purposes. Mr. Uvin seconded the motion. A roll call vote was conducted, and the Board voted unanimously to enter closed session. Following the vote, the Board entered closed session.

Open Session

Following the closed session, the Board returned to the open session at about 5:56pm.

Vote on Resolution Electing Board Members and Officers

Mr. Dean thanked everyone for their discussion in closed session, and asked for a motion to approve the Resolution electing Board Members and Officers. Ms. Harvey moved to approve the Resolution, and Mr. Uvin seconded the motion.

A roll call vote was conducted, and the Resolution was approved unanimously

Vote on FY27 Budget

Mr. Dean congratulated the School's new Board Member, Dr. Steven Johnson, and new Officers, and asked for a motion to approve the FY27 budget. Ms. Toledo moved to approve the budget, and Mr. Goodman seconded the motion.

A roll call vote was conducted, and the FY27 budget was approved unanimously.

Vote on Proposed Change to the Finance Policy & Procedures Manual

Following the vote to approve the budget, Mr. Dean asked for a motion to approve the suggested change to the Finance Policy & Procedures Manual. Mr. Goodman moved to approve the change, and Ms. Toledo seconded the motion.

A roll call vote was conducted, and the change was approved unanimously.

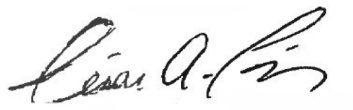
New Business

There was no new business.

Adjourn

Mr. Dean and Members of the Board thanked outgoing Member Hector Torres for his many years as a Board Member, and for contributing his experience, expertise, and leadership during his tenure.

Mr. Dean adjourned the meeting at 6:11pm.



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Respectfully submitted by Cesar Lopez-Morales, Board Secretary