



**Board of Directors Meeting**  
**Monday, March 16, 2020, 5:00-7:00pm**  
**Via ZOOM Video Conference**

**Board Members Present**

Frank Rowe  
Katie Kellen  
Ed Likovich  
Emily Wasserman  
Julie Fincham  
Barbara Washington  
Jennifer Evans  
Kristina Campos  
Adam Burrows  
Jamaica Burke  
Amy Friedman  
Pam Horiszny\*  
\*joins after Board vote

**Board Members Absent**

Ethan Hemming

**GALS Staff**

Carol Bowar  
Trace Faust  
Leah Bock  
Melissa Flores  
Julie Dolin  
John Stanley

Jennifer calls the meeting to order.

There is no public comment.

The Board approves the December 9 minutes. The Board approves the December 16 minutes. The Board approves the January 27 minutes. The Board approves the February 18 minutes. The Board approves the February 28 minutes.

Jennifer asks for a motion to add Pam Horiszny to the Board. The Board discusses her nomination. The motion passes unanimously.

Carol announces that GALS has made an offer to Leah Bock to be the new head of middle school. Leah introduces herself to the Board and the Board has an opportunity to ask Leah questions.

Carol leads a discussion of the slide deck that was sent to the Board. Carol begins by discussing the six Board Standards.

Amy provides an update on the Sustainability Committee. Last week the Committee reflected on the BOYS School closure process and on next steps for the BOYS School and how we honor and celebrate the work that



was accomplished during the last three years. The Committee also discussed round 2 recruitment at the Girls Schools.

Carol and John Stanley provide additional data on DPS and GALS recruitment and enrollment trends. First, Denver's growth rate is declining (but there is positive growth). Second, elementary school enrollment peaked in 2014. Third, overall enrollment is starting to decline and is projected to decline over the next several years. Middle school enrollment is expected to begin declining in 2020. Highschool enrollment is forecasted to grow through 2022, when it will also begin to decline. GALS is in the Northwest region. The Northwest region is projected to decline for middle school and grow slightly for high school.

GALS MS growth has declined the last two years. GALS HS has also declined slightly (2-3 students) despite the fact that overall enrollment in high schools is growing. John also reviews demographics. GALS MS FRL has decreased. HS FRL has increased despite district FRL decreasing. John also reviews intra-annual enrollment analysis. In 2020, GALS lost an unusually high number of students in the middle school, root causes discussed.

John summarizes the results as follows: GALS is seeing declining enrollment despite growth in DPS. The middle school population will start to shrink next year. It will be important for GALS to reduce net loss during the school year. John warns of an "enrollment crisis" as the enrollment pool shrinks.

Carol provides an update on Round I choice. The numbers are embargoed.

Typically, we get 25% of the people who rank us second. This year we got 4 people total. Choice office offered the explanation is that there were new schools that opened which, in turn, opened up spots in schools that typically have big wait lists. Current MS enrollment with projected attrition looks to be around 235. We will need to recruit 65-95 middle schoolers. In the high school, numbers are also a little low. We need to recruit 36-45 high schoolers.

Trace discusses retention and recruitment efforts for Round 2, including out-of-network recruitment. She also shares the number of second and third choice rankings we received, which is good in terms of exposure. Trace suggests that the way to convert these people from 2<sup>nd</sup> and 3<sup>rd</sup> choice rankings to 1<sup>st</sup> choice is to wow them with programmatic strength.

The Board asks questions regarding root causes for decline despite DPS growth. Carol provides some factors, including explaining that growth is concentrated in Southeast Denver, we have experienced leadership and staff changes, and we have been in a rebuilding/transition phase. Carol and Trace think Leah will be a great addition. Trace is also trying to think of creative solutions to deal with the transportation issues. Julie Dolin echoes the importance of transportation and having a strong program. The Board asks questions about efforts to address these issues and discusses other efforts.

Carol discusses FY20 financials and unknowns, especially in light of Covid-19. The luncheon was a huge success. We exceeded revenue and managed to decrease expenses. The grants picture is less positive as we



were denied certain grants. Carol then reviews budget to actuals. We are approximately \$91,536 in the red. Carol and Melissa continue to analyze and adjust.

Carol then discusses FY21 projections. The two biggest levers are salary scales for teachers and enrollment. We will have an in-depth conversation about the budget in April. Katie advocates taking a conservative approach to budgeting to avoid surprises.

Carol and Jennifer discuss GALS Inc. and note that we need to look at our bylaws. Carol also discusses the upcoming retreat. The structure will depend on what happens in the coming weeks with Covid-19.

Katie asks a question about Covid-19. Carol discusses the challenges and conversations that are going on, and all the questions that still exist. Kristina asks about standardized testing.

The meeting is adjourned.