

UMA Board Meeting Minutes 5 April 2018

Attendance: Vickie McCall, Chuck Williams, Curt Oda, Matt Throckmorton, Merlynn Newbold, Sherrain Reber (413pm)

Pending: Chris Herrod

Guests: Jack Williams (Chuck's son), Mr. Summers, Kevrine Wells

Call to order (4:04PM) Chuck Williams

1. Minutes from 4 January Board Meeting – **Vickie Moves, Curt Seconds.**
2. Financials – Matt presented, Kevrine made available to answer questions. We have 'cash on hand' and Balance Sheet, \$1,090,000 approximately. Balance solid, just over 60-days on hand.
3. No Dashboard
4. Fee Schedule for FY19 – Matt presents, slight increases from last year. Matt noted that the State did an audit of fees and found some schools were charging very high fees, with some sports \$500 plus! UMA, fees, including uniforms are in the mid-\$350 range. And, we provide a fee waiver for almost everything minus uniforms. And, if a family cannot afford fees we will work out payments, or they can work off the fees. We will not turn away a cadet due to financial situation. The big difference, besides some slight increases, was the addition of a wind breaker. We have had challenges with large variety of jackets during the winter months, so by issuing one, we remove that disruptive appearance. **Merlynn moves to approve, Curt seconds. Passes unanimously.** A request is made to send the board the fee schedule from last year, red-lining the changes to this year. Matt will make that happen.
5. Calendar for FY19 – The calendar structure is the same, only the first and last day of school has changed. Again, staff returns the first Monday of August, Plebe Week begins the Second Monday of August, classes begin the third Monday of August. A full week for Thanksgiving, Spring break, etc. This schedule has been widely loved by parents and staff. **Vickie Moves, Curt second. Unanimously approved.**
6. Aviation Cadet Program – Matt presents to Board.
 - a. The Basic idea is to create this program that would provide Ground School, then the first 20-hours of private pilots license for qualifying cadets. At 20-hours a cadet is able to solo, and only has 20 hours left to reach their private pilots license. Cadets that achieve this would be able to wear their Flight Suit on Cammo Days, instead of the ABU/ACU uniform.
 - b. History, Matt and Kit discussed, based upon the recent US Air Force Aviation program, which 120- spots nationwide for a full aviation training. Utah only had two cadets make the cut, both UMA Cadets: Bantima, and Hatch. Based on this Kit and Matt discussed creating our own program. Very high standards around Academics, Behavior, PT, Leadership, Athletics. Create a Directors List (like a Dean's List) based upon making that list four quarters in a row.
 - c. A rough cost of \$100,000 would enable us to move forward. Matt found two Liability Insurance policies, which would be roughly \$5,500 for the year. The two primary challenges: Plane, and pilots. The Civil Air Patrol does this already, though they cannot not meet our capacity. We are estimating that roughly 40 cadets may be in this program

by January of 2019, which would run approximately \$64,000 through CAP. That would be 800-hours of flight time! Or, 40 cadets receiving 20 hours of flight each.

- d. The challenge is finding an airplane, which is a Cessna 172. Brand new they cost about \$400,000, though used ones can be purchased for less than \$50,000. The fuel and maintenance costs are around \$80/hour. Another option is to seek various Cessna 172 owners, seeking to get them to donate use, and we would pay the costs.
 - e. Matt will present a budget at the next board meeting, with a detailed launch plan. We know we can use the CAP, though we would likely only be able to get less than 10 cadets through the program. We want to publicly announce the program by mid-May.
7. Board Brief – Matt briefed the board on our Board Operating model, which is Governance, versus the most common Utah model, which is management. The primary difference is that Governance model, the Board focuses on the highest measures of operation and relies upon the Executive Director to perform. A Management Board requires the Board to be very involved, in some cases they even engage in day-to-day decisions. The latter model has many weaknesses, to include high board turnover, and it grows more challenging when more than one campus is in operation. UMA engages the Governance Model, which is designed within our by-laws, and Matt borrowed from KIPP Academies, UnCommon Schools, etc. We are modeling our governance and organizational growth after these entities.
 8. Appendix E, Appeal Process – This is how a cadet, family or employee may file a complaint and the appeal process. Matt took Appendix E directly from our Charter and presented it, with only minor changes. The changes reflected language and structure designed for multiple campuses, not a single campus. Example, Matt created the structure of appeal to by adding the Academic Director, then Executive Director, then Board. Previously it states School Leader, which with one campus is Matt, thus by-passing Steve Carroll and Teresa McEntire. By making the adjustment appeals first go to Steve/Teresa respectively, then Matt, then the Board. Matt noted that some items are essentially not appealable. An example, if someone states we are not in compliance with State Rule or State Law, which is not up for discussion. A function of Matt’s job is to ensure we are in full compliance, thus we simply must come into compliance. When that happens, which Matt noted, happens once or twice a year, the USOE will call Matt, tell him what they are aware of and ask me to correct it. Again, it is not up for debate, we simply adjust. With other complaints, we must keep in mind that as schools of choice, if someone is not happy with our model they can simply choose to withdrawal. A question was asked about how complaints are registered. Matt noted, that all complainants are given an Incident Report, which they fill out and turn into Steve/Teresa and the process is begun. Merlynn asked if this is clarified in Appendix E, with the request that this be added for clarification. Matt will do so, and present at the next board meeting for approval.
 9. Executive Session was moved to the Last Item on the Agenda
 10. FY19 Rough Budget was present – It is based upon 935 cadets, and produces a projected surplus of \$1.4 million. Matt noted that there are a few structural adjustments to make, to include increasing the lease payment, some of the revenue projections may be high, while a few others may be a bit low. Finally, we will add about 8 FTEs to the budget. Overall, based upon 935 Matt is estimating an overall surplus of \$700,000 for FY19. Those adjustments will be made upon the next budget meeting held towards the end of May. Also, Matt projects our enrollment is likely to get closer to 1,000 cadets, though we have a State Board authorized capacity of 1,200. By

FY20 we should be approaching 1,200. We are not in a rush to grow to that number. This BUDGET is only for discussion. We will share it on our website, allow public comment, and then make a final presentation at our next Board meeting, which must be greater than 30-days between the two meetings.

11. SITLA, School and Institutional Trust LAnds – Matt presented the amount, which is \$52,920 for Hill Field and \$15,124 for Camp Williams. The disparity reflects USOE frequently projecting incorrect numbers since our second year of operation. We were approved for growth, and they always over-projected enrollment based upon approved numbers, in spite of Matt providing much more accurate numbers. Thus, FY18 SITLA provided funding based on 450 enrollment, even though Matt noted it would not be that high. When Matt shared that with them they noted they would ‘catch it up in FY19,’ which they are doing. For FY20 Matt anticipates this number will grow to roughly the same as Hill Field. Matt shares that the plans for both campuses are exclusively in curriculum and technology. This allows us the greatest latitude to adjust as needed, and our accounting team to adapt to new funding codes from USOE. **Merlynn moved, Vickie second. Unanimous**
12. Updates –
 - a. Enrollment for FY19 is already roughly 840! Matt projects 550 for Hill Field, 350+ Camp Williams, and 50+ for Viper. It is not unreasonable to expect we may exceed 1,100
 - b. Our next Board meeting was moved to May 31st with Camp Williams Graduation
 - c. Based upon our SAGE scores for this spring, we may submit an Campus Expansion request to the State Board of Education to open St. George in August of 2020
 - d. AMCSUS visit will take place on April 26 and 27, after which they will make a recommendation to either accept or reject our application to join
 - e. Our graduation rate is on track to reach, roughly 90%. It could possibly exceed 95%
 - f. Magnificent 7 – Cheney accepted into USAFA, Horning into West Point Prep (full acceptance into Naval Academy but chose Army over Navy), McGrath into West Point Prep, Allison in Marion Prep (Alabama, one of four official Service Academy Prep Schools), Ross into Naval Academy, Hone and Reese are waiting
 - g. Summer budget is coming together, which is where we spend FY19 purchases with FY18 dollars. Biggest expenses include boots, uniforms, technology, and curriculum, though outfitting new Camp Williams building will be a large amount. Matt anticipates roughly \$200,000!
 - h. We are engaging in a curriculum review to update and improve our curriculum. We will have more traditional, and classic curriculum on campus. We will review Hillsdale College, seeking classic instruction to improve much of our content.
 - i. New Facilities for Hill Field is coming along. Matt submitted a design concept based on 12 acres. By the terms of our lease with Christian Heritage, we must notify them by June 30, 2018 if we intend to either extend the lease, buy the building or end the lease for August of 2020. Matt is working hard, with Chuck, on developing options for a new facility for the Hill Field Campus
13. Revisit #9, Executive Session to Review and Expulsion Recommendation (515PM) Merlynn moves, Vickie second
14. Vicky moves to adjourn the Board meeting (530pm)