

## KIPP North Carolina/KIPP Charlotte/KIPP ENC

### Board of Directors May 2026 Meeting Minutes

Thursday, May 07, 2026

4:00-6:00 PM via Zoom

| Attendance                                                                                                                                                                                                                                                                                                                        |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                         |
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| BOD Members Present                                                                                                                                                                                                                                                                                                               | BOD Members Absent                                                                      | Staff/Guests                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>❖ Rich Richards, <i>Chair</i></li> <li>❖ Jon Morris</li> <li>❖ Jim Couch</li> <li>❖ Daniela Doyle</li> <li>❖ Douglas Kahn</li> <li>❖ James Scruggs</li> <li>❖ Jason Shaad</li> <li>❖ Julius Tillery</li> <li>❖ Nicole Priestly</li> <li>❖ Nithya Rajan</li> <li>❖ Reid Phillips</li> </ul> | <ul style="list-style-type: none"> <li>❖ Sharon White</li> <li>❖ Kelby Hicks</li> </ul> | <ul style="list-style-type: none"> <li>❖ Fabby Williams, <i>CEO</i></li> <li>❖ Anthony Burrell, <i>CFO</i></li> <li>❖ Juontonio Pinckney, <i>COO</i></li> <li>❖ Stacy Johnson, <i>COS</i></li> <li>❖ Shay Adams, <i>Development Director</i></li> <li>❖ Anokhi Saraiya, <i>CAO</i></li> <li>❖ Brett Noble, <i>Staff</i></li> <li>❖ Tiffany Jarrett, <i>Exec. Asst to CEO</i></li> </ul> |

| KIPP North Carolina Board of Directors Meeting |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Time                                           | Agenda Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 4:02PM                                         | Call to Order- <i>Rich Richards, Board Chair</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 4:02PM                                         | Call for public comment- <i>No public comments</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4:02PM                                         | <b>Approval of April 02 BOD Meeting minutes</b> <ul style="list-style-type: none"> <li>● <i>Motioned by Julius Tillery</i></li> <li>● <i>Seconded by James Scruggs</i></li> <li>● <i>Daniela Doyle and Jason Shaad abstained</i></li> <li>● <i>Unanimously voted to approve March 5th BOD Meeting minutes</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4:02PM                                         | <b>Welcome- <i>Rich Richards. Board Chair</i></b> <ul style="list-style-type: none"> <li>● Informed the Board the agenda was adjusted due to the budget shortfall being the most time sensitive item</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4:04PM                                         | <b>Financial Update- <i>Anthony Burrell</i></b> <ul style="list-style-type: none"> <li>● Current draft reflects an operation deficit of \$1.82M</li> <li>● Last year's budget had a formulation error that benefitted us and covered some of the overages we had this year</li> <li>● Enrollment is projected at 2,734 students</li> <li>● Budget assumes limited state funding growth</li> <li>● Charlotte and Durham are funded at a higher proportion from local funds</li> <li>● Daniela: Can you remind us what the total budget is? <ul style="list-style-type: none"> <li>○ Anthony: about \$41 million for state and federal funds</li> </ul> </li> <li>● 2,816 guaranteed ADM <ul style="list-style-type: none"> <li>○ Assuming 2,856</li> </ul> </li> <li>● Rich: Is ADM locked for Y27? Is it fixed or can it move in a better direction? <ul style="list-style-type: none"> <li>○ Anthony: It can definitely improve depending on our enrollment which we are predicting will go up in Durham</li> </ul> </li> </ul> |

- Reid: Local funding is based upon average enrollment during the year. The ADM is higher than what we're currently projecting.
- For Durham 40% comes from local funding, Charlotte receives 1/3rd of their funding from local funds, and Gaston receives about 10% of their funding from local funds
- We have seen a significant increase in benefits. Our insurance rates increased by about 15% (around \$1 million)
- Rich: Are we locked into our benefits plan through the state or can we change vendors?
  - Anthony: We are locked into the state plan for Durham and Gaston. It is actually a better option for staff.
  - Dr. Williams: We are going to switch all to the state health plan for 27-28
  - Stacy: This is with a researched switch for SST to find the lowest price we could. It would have been a 50% increase with our current health care provider
- \$600k increase in compensation
- Rich: We can either offer a cost of living increase and cut staff or not offer a cost of living increase and lose some really good staff. Is that the tradeoff we're making?
  - Dr. Williams: Either way we have to make some adjustments and reductions. The team looked at it this week, and next week are getting together and looking at operating costs. This is something we have to do every year. Moving forward we have to operate based on our enrollment numbers. We don't want to reduce our staff too much.
  - Anthony: We have to consider as well if a budget is based. We might not receive enough funding to give our staff the same pay increase as districts, but we need to increase them a little for retention purposes.
- Primary focus will be staffing-related adjustments
- We will present a balanced budget draft in June
- Rich: If the state passes a budget, how does the outlook change? Are there still staff cuts to make?
  - Dr. Williams: What we are trying to do is be as conservative as possible. This is the first year we have a staffing model based on the enrollment in schools. If we receive additional funding from the state, we will revisit those.
  - Anthony: We will keep track of reduced positions and refill those as enrollment increases and we receive additional funding
  - Dr. Williams: We will look at the vacant positions first before we look at positions with people in them
- Nithya: Can you explain how the budget gap is broken down between SST and the regions?

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|  | <ul style="list-style-type: none"> <li>○ Anthony: SST and Charlotte are the areas that are struggling the most. SST doesn't generate revenue. Charlotte leasing costs are higher, we have higher cost positions, and we have more EC needs. Gaston is paying most of the management fees.</li> <li>● Rich: Do revenues on EC students scale up to the amount of costs? <ul style="list-style-type: none"> <li>○ Anthony: The way it is structured is we are supposed to get additional funding per student. They look at the first 60 days of enrollment and which students are eligible to determine that. We don't receive enough funding however. Our programs are applying for grants, but those aren't guaranteed and it's hard to use it to plan for staffing (usually used for program services). We are almost at the cap of what we can receive.</li> <li>○ Dr. Williams: It's trickier to plan for because students may require services midway through the year and then we have to add staff to meet the needs of those students.</li> </ul> </li> <li>● Vacancies to additional positions- we based holds on some of the vacancies <ul style="list-style-type: none"> <li>○ Dr. Williams: We were able to place holds on certain vacancies and additional positions (ex: CSO position). We have to be laser focused on academic performance in schools. We will bring forward a balanced budget.</li> </ul> </li> <li>● Nicole: Do you have some projections about the class sizes may be because I heard you say this is the first year we've had a staffing model based on enrollment? <ul style="list-style-type: none"> <li>○ Dr. Williams: In some of our higher grades we may increase sizes as well as in classes with stronger teachers. We also want to be strategic with how we place our teaching fellows. We will make additional cuts in SST before we affect the academics of students.</li> </ul> </li> <li>● Rich: We appreciate the transparency in the presentation of this data and the work of the finance committee?</li> <li>● Jim: Does Anthony need us to meet in June? Is skipping a month not good for him? Should we have a special meeting to just discuss the budget? <ul style="list-style-type: none"> <li>○ Anthony: We don't have any requirements around when the approval has to happen. I'm happy to have a meeting with the working group and workshop some things and have the retreat by the time we have the final approval. Historically we have had a meeting at the end of June to approve the budget, but last year we had to immediately meet to adjust the budget so I don't feel we need to have a special Board meeting just for that.</li> </ul> </li> <li>● Rich: Are we able to make that next working group session available to all those who want to attend or does the amount of Board members there change the rules? <ul style="list-style-type: none"> <li>○ Stacy: As long as it is an advising committee we are still fine</li> <li>○ Rich: Can we put one in June?</li> </ul> </li> </ul> |
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|        | <ul style="list-style-type: none"> <li>○ Anthony: I will continue to draft memos and provide updates in that way too.</li> <li>● Doug: I have a question about Anthony's slide about where we currently are financially. Are we showing an increase in income? <ul style="list-style-type: none"> <li>○ Anthony: We saw a lot of saving because of vacancies</li> </ul> </li> <li>● Doug: I love the discipline we are showing in our plan, but what is our plan with that surplus? Do we save it or use it to fund the deficit? <ul style="list-style-type: none"> <li>○ Anthony: I'm not opposed to it. I think we should start saving funds for Gaston to make necessary upgrades because that is an area where we don't have a lot of reserves. I would like to reduce some of the management fees they are having to pay.</li> </ul> </li> <li>● Reid: I'm thinking of making investments to improve numbers (ex: recruitment) <ul style="list-style-type: none"> <li>○ Dr. Williams: I love the idea and it aligns with our push for development work.</li> <li>○ Rich: Adding students is more sustainable than trying to add additional funds every year</li> </ul> </li> <li>● Rich: Can we pivot to enrollment now instead of following the agenda?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4:47PM | <p><b>Operations Update- Juontonio Pinckney</b></p> <ul style="list-style-type: none"> <li>● We are up 72 registrations- Charlotte and Durham are trending positively</li> <li>● We should start to see the projection increase because we tend to receive our applications in May through July. These are conservative numbers</li> <li>● Total forecast is 2,318 but we are looking to continually move that up</li> <li>● We should land around 1,500 applications</li> <li>● We are seeing some softening in Gaston (especially in 3-8) but we are mobilizing our team to get out into the community and draw families to us (we already own 60% of the market) <ul style="list-style-type: none"> <li>○ Our K-2 is outperforming the other grades there</li> </ul> </li> <li>● ENC is the third oldest network in the KIPP overall network</li> <li>● Jason: Is the fiscal year 27 budget assumption looking at just last year's enrollment and anchoring in the medium assumptions? <ul style="list-style-type: none"> <li>○ Pinckney: Yes, it is assuming the medium</li> </ul> </li> <li>● Jason: We know the Gaston region carries a lot of our budget, but that area has had a shrinking school aged population and it will continue to decrease. Just wanted to flag there are some structural things in that region that we need to consider around enrollment. <ul style="list-style-type: none"> <li>○ Pinckney: We are really hammering around the areas of retention, family engagement, and transportation. Transportation gives us a competitive edge.</li> </ul> </li> <li>● We are still seeing higher absences, but we are better structured to reach out to families and make those calls. This will help our counts throughout the year.</li> <li>● The Foundation has recognized that we are 10% better in chronic absenteeism than last year</li> </ul> |

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|        | <ul style="list-style-type: none"> <li>○ Durham is a challenge</li> <li>● We are holding steady with ADA</li> <li>● Rich: Enrollment strategies- Do we feel like our activities for enrollments are correct (especially in Charlotte and Durham where there are more students to grab)? <ul style="list-style-type: none"> <li>○ Juontonio: Yes, Stephanie and her team are working with the Foundation to discuss strategies. Also, we are back filling up until February where previously it was stopped in November. We are looking more so at withdrawals and retention and adjusting strategies.</li> </ul> </li> <li>● Jon: Could we put a date on the calendar in January 2027 where we are going to have a fundraising effort of how we are going to recruit students? <ul style="list-style-type: none"> <li>○ Dr. Williams: I have asked the team to provide a playbook of enrollment strategies month by month. I will share that with you when it is created.</li> </ul> </li> <li>● Rich: The Board would love to join with canvassing opportunities to sign students up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 5:10PM | <p><b>Board Chair Update- Rich Richards</b></p> <ul style="list-style-type: none"> <li>● There will be a celebration dinner for Jon Morris and Doug Kahn on July 7th in Durham</li> <li>● Development <ul style="list-style-type: none"> <li>○ We are behind on the development front. We cut most of the development team and Shay is running it solo. This emphasizes the fact that everyone on this Board has to have a hand in development.</li> <li>○ Jon: Shay is terrific and gives us a great base that we can build on. Finding a great Development Director is key. DBD is fantastic and we are glad they're coming in.</li> <li>○ Dr. Williams: The DBD contract has been signed and is in motion</li> </ul> </li> <li>● James: Shay is going to meet with each individual Board member and see who has relations with who and also see who we can add to that list. Our goal is to help with student recruitment and raising funds. We would love to be able to reach \$1 million. It's a stretch goal but I think we can do it.</li> <li>● CSGF visited KIPP Charlotte on May 5th <ul style="list-style-type: none"> <li>○ Dr. Williams: It went very well. The point they made was even with declining enrollment we can still grow as an organization (ex: adding schools). They have also invited me to Nashville to their conference. They are going to be looking into our strategic plan.</li> <li>○ Jon: Can we get that date so we can go on that trip?</li> </ul> </li> <li>● Do we have any contacts on the Board at Eli Lilly in Raleigh? <ul style="list-style-type: none"> <li>○ Jon: Can we get Dean on that as well?</li> <li>○ Rich: Yes, Dr. Williams and Stacy will put that on his radar</li> </ul> </li> <li>● Board size: we have room for 2 or 3 Board members would be good. We are aiming for people who are more spread across the state that are devoted to the development side.</li> </ul> |

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|               | <ul style="list-style-type: none"> <li>○ James: I think it's a great idea and we should absolutely do it</li> <li>○ Rich: I would love names so we can get started on that. Think about people who are well connected and would love to take people into our schools. Also, usually the people who are the first in their family to be family are more likely to be generous.</li> <li>○ Julius: How about a higher education person like a dean of a university or prior chancellor? I'm specifically thinking of retired chancellors from HBCUs.</li> <li>○ Doug: I'm always challenging myself to think outside of my immediate network. For me, the most fruitful place is NY. What do we think about recruiting folks that may have a connection to NC or more importantly may care about our community/what we've trying to achieve but they aren't from here? <ul style="list-style-type: none"> <li>■ Rich: If they improve the experience for our students it doesn't matter where they're located.</li> <li>■ James: I thought part of what we wanted to do is have these individuals come into the schools. How would that work if they don't live here?</li> <li>■ Rich: I think all names at this stage are good names.</li> </ul> </li> <li>● KIPP Foundation is getting a branding refresh. It is coming with a press kit and upgraded website</li> <li>● Becky Winkler put KIPP in her will and I wanted to let this group know it's something they can consider</li> <li>● We need to host salons</li> <li>● Shay: We were awarded \$40,000 from the Belk Foundation. Our goal is to keep up that relationship. The Walter Family Foundation is allowing our students to submit videos for a national contest. <ul style="list-style-type: none"> <li>○ Dr. Williams: The importance of keeping good relationships is crucial.</li> </ul> </li> <li>● Jim: We all have our strengths. Raising money is not a strength of mine, but I am all in to try. I think assuming we all know how to do this is not a good assumption. Someone like Shay should offer us some aid.</li> </ul> |
| <b>5:33PM</b> | <b>CEO Update- Dr. Fabby Williams</b> <ul style="list-style-type: none"> <li>● BOD retreat on August 7th</li> <li>● CSO Search: <ul style="list-style-type: none"> <li>○ Our preferred candidates dropped out due to salary requirements</li> <li>○ Pausing search due to budget</li> </ul> </li> <li>● Durham and Pride Updates: <ul style="list-style-type: none"> <li>○ New principals at KIPP Durham, KIPP Pride HS, and KIPP Pride K-5</li> </ul> </li> <li>● Strategic plan- <i>Stacy Johnson</i> <ul style="list-style-type: none"> <li>○ We are open to feedback</li> <li>○ Submit feedback by May 22nd</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>5:43PM</b> | <b>Executive Session</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|        | <ul style="list-style-type: none"> <li>Rich asked for a motion for the Board to move into executive session pursuant to N.C.G.S. §143-318.11(a)(6) to discuss personnel matters related to the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an employee. <ul style="list-style-type: none"> <li><i>Motioned by Reid Phillips</i></li> <li><i>Seconded by Julius Tillery</i></li> <li><i>Unanimously voted to adjourn KIPP NC BOD meeting</i></li> </ul> </li> </ul> |
| 6:00PM | <b>Adjourn KIPP NC BOD Meeting</b> <ul style="list-style-type: none"> <li><i>Motioned by Doug Kahn</i></li> <li><i>Seconded by Jon Morris</i></li> <li><i>Unanimously voted to adjourn KIPP NC BOD meeting</i></li> </ul>                                                                                                                                                                                                                                                                                                                             |
| 6:00PM | <b>Meeting adjourned</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| KIPP Charlotte Board of Directors Meeting |                                                                                                                                                                                                                                  |
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| 6:00PM                                    | <b>Adjourn KIPP Charlotte BOD Meeting</b> <ul style="list-style-type: none"> <li><i>Motioned by Doug Kahn</i></li> <li><i>Seconded by Jon Morris</i></li> <li><i>Unanimously voted to adjourn KIPP NC BOD meeting</i></li> </ul> |
| 6:00PM                                    | <b>Meeting adjourned</b>                                                                                                                                                                                                         |

| KIPP ENC Board of Directors Meeting |                                                                                                                                                                                                                            |
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| 6:00PM                              | <b>Adjourn KIPP ENC BOD Meeting</b> <ul style="list-style-type: none"> <li><i>Motioned by Doug Kahn</i></li> <li><i>Seconded by Jon Morris</i></li> <li><i>Unanimously voted to adjourn KIPP NC BOD meeting</i></li> </ul> |
| 6:00PM                              | <b>Meeting adjourned</b>                                                                                                                                                                                                   |