

Special Meeting of the Board of Directors of
Cornerstone Charter Academy- A Challenge Foundation Academy
December 4, 2017

Meeting Agenda
December 4, 2017



December 4, 2017 4:00 pm
 Special Meeting of the Board of Directors
 7800 Airport Center Drive, Greensboro, NC

Proposed Agenda

Member Attendance

	Karla Hall	Scot Conklin	Jay Hawkins	Tony Wilkins	Erina Byers	Cyndi Swindlehurst	Open
DATE	President	Vice Pres	Treasurer	Member	TCFA	Member	open
7/5/17	T	T	Excused	T	T	T	
7/20/17	P	P	P	P	P	P	
8/10/2017	P	P	P	P	Excused	P	
8/31/2017	P	P	T	T	A	P	
9/6/2017	P	T	P	T	T	T	
9/21/2017	P	Excused	P	P	P	P	
10/19/17	P	T	P	T	T	P	
10/27/17	P	P	T	A	T	T	
11/16/17	P	P	P	P	P	P	
12/04/17							
1/11/18							

I. Call to Order

Time:

II. Approval of the Agenda

III. Pledge of Allegiance

IV. Mission Statement:

- *Cornerstone Charter Academy, a tuition-free public charter school, will give every student the opportunity to reach his or her potential by providing a rigorous academic program, character education and meaningful parental participation.*

V. Introduction of TCFA Director Greg Sinderson- Board Governance Time:

VI. New Business*

- Dates for Dave Machado, Director of the Office of Charter Schools to moderate a meeting of Board Development
- Board Committee Assignments
- December 16th Board Meeting/Planning Meeting
- Board Procedures
- New Board Officers
 - Open Position- Secretary of the Board
 - Open Position- Vice President of the Board

VII. Old Business* Time:

VIII. Adjourn

* denotes actionable item

Call to Order

12/04/17

Call to Order

Statement: The special meeting was called by a 3 person majority of the Board of Directors in accordance with the By Laws of the corporation which allows a majority of members of to call a special meeting with a minimum of 48 hours notice. In accordance with best special meetings should be called for the purpose of conducting urgent or emergent business that can no be delayed until the next regular meeting.

This meeting was called by the majority of members: Mr. Hawkins, Mr. Wilkins and Mrs. Swindlehurst for the purpose of.

- New Board Committee Assignments
- The December Planning Meeting
- Board Procedures
- New Board Officers.

Statement Submitted for the record by Karla Hall, Board President.

Parent and Vendor Emails Submitted for the Record

November 27, 2017

Cornerstone Charter Academy Board of Directors

Attention: Karla Hall, BOD President

Dear Karla,

I have recently become aware of the Board of Director's vote to not renew Scot Conklin's position on the Board of Directors. I am saddened and disappointed with the outcome of this vote. This decision leaves me concerned about the direction of the Board of Directors and CCA.

I first met Scot while attending Facility Committee and Board of Directors meetings before the move to our present location. During those meetings I witnessed first-hand Scot's dedication, commitment, and service to CCA. Throughout the process of finding CCA a permanent location I know Scot spent countless hours, had many sleepless nights, and made huge sacrifices to get us into our new school.

Scot has served our school faithfully and has been selfless in doing so. In all of the board meetings I have attended I cannot recall a single meeting when Scot wasn't present. Scot and his family are supportive of CCA events, the PTO, and various other committees. Scot's dedication to CCA provides an example for those of us who love this school.

The decision to not renew Scot's position on the board is a huge loss not only for the board, but for CCA. Scot's dedication, commitment, and service are beyond reproach and his absence on the board leaves a huge void and finding someone with the same passion, vision, and moral values to fill that void will be a difficult and daunting task.

I strongly urge the Board of Directors to reconsider their vote – for the betterment of the Board of Directors, for the betterment of the school we all love, and for the betterment of our most important asset – the students of CCA.

Regards,



Mike Smith



Karla Hall <khall@cornerstonek12.org>

Conklin Letter

2 messages

Bobby Finch <Bobby@triadcommercial.com>
To: Bobby Finch <Bobby@triadcommercial.com>
Cc: Karla Hall <khall@cornerstonek12.org>, "Elizabeth J. Zook" <ejz@crlaw.com>

Tue, Nov 28, 2017 at 6:46 AM

Karla and Elizabeth,

Do you mind reviewing the draft letter below and let me know if you have any changes or comments?

To whom it may concern:

I am writing in support of reinstating Scot Conklin to the Cornerstone Charter Academy Board. Scot was been instrumental in the acquisition and redevelopment of the Airport Center property and renaming of the road to Cornerstone Drive.

Scot's dedication and affinity for the school for Cornerstone Charter Academy is sincere. He is a valuable asset to the school and possesses tremendous institutional knowledge.

For these reasons, I am writing on Mr. Conklin's behalf to request the board consider a vote to reinstate Scot while he is willing to serve and continue to be of service.

Thank you for your consideration and please do not hesitate to call if you have and questions or would like to discuss further.

Regards,

Bobby Finch
Triad Commercial
336-812-3303 direct
336-287-8599 cell
bobby@triadcommercial.com

Elizabeth J. Zook <ejz@crlaw.com>
To: Bobby Finch <Bobby@triadcommercial.com>
Cc: Karla Hall <khall@cornerstonek12.org>

Tue, Nov 28, 2017 at 9:33 AM

Bobby,

I think your words are sincere and well said.

Best,

Elizabeth

[DOWNLOAD V-CARD](#)

DISCLOSURE REGARDING TAX ADVICE

Please be advised that any advice contained herein is not intended to be used for the avoidance of any tax penalty that could be assessed related to this matter.

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From: Bobby Finch [mailto:Bobby@triadcommercial.com]
Sent: Tuesday, November 28, 2017 6:46 AM
To: Bobby Finch
Cc: Karla Hall; Elizabeth J. Zook
Subject: Conklin Letter

[Quoted text hidden]



November 28, 2017

via email to: khall@cornerstone12.org

Ms. Karla Hall
Cornerstone Charter Academy

To whom it may concern:

I am writing in support of reinstating Scot Conklin to the Cornerstone Charter Academy Board. Scot has been instrumental in the acquisition and redevelopment of the Airport Center property and renaming of the road to Cornerstone Drive.

Scot's dedication and affinity for the school for Cornerstone Charter Academy is sincere. He is a valuable asset to the school and possesses tremendous institutional knowledge.

For these reasons, I am writing on Mr. Conklin's behalf to request the board consider a vote to reinstate Scot while he is willing to serve and continue to be of service.

Thank you for your consideration and please do not hesitate to call if you have and questions or would like to discuss further.

Regards,

Bobby Finch

If you have any questions concerning this proposal, please call me at (336) 668-9999.

Sincerely,

Bobby Finch
Triad Commercial Properties



Karla Hall <khall@cornerstonek12.org>

Re Scot Conklin

3 messages

jenwen234@aol.com <jenwen234@aol.com>

Mon, Nov 27, 2017 at 11:29 AM

To: Khall@cornerstonek12.org, sconklin@cornerstonek12.org, jhawkins@cornerstonek12.org, ebyers@cornerstonek12.org, twilkins@cornerstonek12.org, cswindlehurst@cornerstonek12.org

I would like to request a board meeting in which those who voted nay against Scot to explain and address the parents of Cornerstone. It's very important to us that we know that the decision to terminate his term benefits the school and the students and has merit.

Thank you,

Jenna Johnson

Sent from my iPhone

Karla Hall <khall@cornerstonek12.org>

Mon, Nov 27, 2017 at 12:40 PM

To: thelton@teamcfa.org, Philip Byers <cphilipbyers@gmail.com>

FYI

Karla

Sent from my iPhone

Begin forwarded message:

From: jenwen234@aol.com

Date: November 27, 2017 at 11:29:12 AM EST

To: Khall@cornerstonek12.org, sconklin@cornerstonek12.org, jhawkins@cornerstonek12.org, ebyers@cornerstonek12.org, twilkins@cornerstonek12.org, cswindlehurst@cornerstonek12.org

Subject: Re Scot Conklin

[Quoted text hidden]

Karla Hall <khall@cornerstonek12.org>

Tue, Nov 28, 2017 at 4:03 PM

To: jenwen234@aol.com

I have received your email and the entire Board has as well. Your request will be acknowledged at the next board meeting.

Karla Hall

[419/957-4559](tel:4199574559)

Sent from my iPhone

[Quoted text hidden]



Karla Hall <khall@cornerstonek12.org>

FW: Cornerstone Charter Academy

5 messages

Jimmy Hoots <jhoots@landmarkbuilders.com>
To: Karla Hall <khall@cornerstonek12.org>
Cc: Randy Elliott <relliott@landmarkbuilders.com>

Tue, Nov 28, 2017 at 3:52 PM

Karla:

I have recently become aware of the Board's actions regarding Scot.

I was most impressed with his commitment to the School and submit the attached letter in support of Scot.

Please call or reply if you have any questions.

Thanks,

Jimmy Hoots

Project Development Manager



3520 Triad Court

Winston-Salem, NC 27107

p 336.784.2000 · c 336.345.0950

www.landmarkbuilders.com



Scot Conklin Letter of Recommendation.pdf
68K

Karla Hall <khall@cornerstonek12.org>
To: Jimmy Hoots <jhoots@landmarkbuilders.com>

Tue, Nov 28, 2017 at 4:00 PM

Randy, I am acknowledging receipt of your email and will be sending to the entire Board.
I appreciate your support of Scot. Feel free to call me if you have questions.
Karla

Sent from my iPhone

On Nov 28, 2017, at 3:52 PM, Jimmy Hoots <jhoots@landmarkbuilders.com> wrote:

Karla:

I have recently become aware of the Board's actions regarding Scot.

I was most impressed with his commitment to the School and submit the attached letter in support of Scot.

Please call or reply if you have any questions.

Thanks,

Jimmy Hoots

Project Development Manager

<image001.png>

3520 Triad Court

Winston-Salem, NC 27107

p 336.784.2000 · c 336.345.0950

www.landmarkbuilders.com

<Scot Conklin Letter of Recommendation.pdf>

Karla Hall <khall@cornerstonek12.org>
To: board@cornerstonek12.org

Tue, Nov 28, 2017 at 4:00 PM

Sent from my iPhone

Begin forwarded message:

From: Jimmy Hoots <jhoots@landmarkbuilders.com>
Date: November 28, 2017 at 3:52:44 PM EST
To: Karla Hall <khall@cornerstonek12.org>
Cc: Randy Elliott <relliott@landmarkbuilders.com>
Subject: FW: Cornerstone Charter Academy

Karla:

I have recently become aware of the Board's actions regarding Scot.

I was most impressed with his commitment to the School and submit the attached letter in support of Scot.

Please call or reply if you have any questions.

Thanks,

Jimmy Hoots

Project Development Manager

3520 Triad Court

Winston-Salem, NC 27107

p 336.784.2000 · c 336.345.0950

www.landmarkbuilders.com

2 attachments

Tony Wilkins <twilkins@cornerstonek12.org>

Tue, Nov 28, 2017 at 6:52 PM

To: Karla Hall <khall@cornerstonek12.org>, "jhoots@landmarbuilders.com" <jhoots@landmarbuilders.com>

Cc: board@cornerstonek12.org, "relliot@landmarkbuilders.com" <relliot@landmarkbuilders.com>

Karla, I am going to forward this to Sam and place a call to him. I don't this is appropriate and believe it to be very unprofessional.

Tony Wilkins

[Quoted text hidden]

[Quoted text hidden]

3520 Triad Court

Winston-Salem, NC 27107

p 336.784.2000 · c 336.345.0950

www.landmarkbuilders.com

--
Tony Wilkins CCA-CFA BOD

Randy Elliott <relliott@landmarkbuilders.com>

Tue, Nov 28, 2017 at 7:29 PM

To: Tony Wilkins <twilkins@cornerstonek12.org>

Cc: Jimmy Hoots <jhoots@landmarkbuilders.com>, Karla Hall <khall@cornerstonecharterk8.com>

Tony, on behalf of Landmark let me apologize if this letter came across the wrong way. Obviously, we have no idea of the back story politics at the school.

I'm happy to discuss with you personally if necessary.

That said, I can unequivocally tell you Scot played a critical role in the success of our construction project and it wouldn't have been the same without him. How that role effects his future on the school board is none of our concern - that's up to the parents.

As I said, happy to discuss if you'd like.

Kind regards - Randy.

Sent from my iPhone

On Nov 28, 2017, at 6:57 PM, Tony Wilkins <twilkins@cornerstonek12.org> wrote:

[Quoted text hidden]

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November 28, 2017

Ms. Karla Hall
Cornerstone Charter Academy
Email: khall@cornerstoneek12.org

To Whom It May Concern:

I am writing in support of Scot Conklin to continue with the Cornerstone Academy Board. From my vantage point, without Scot, the fabulous new Cornerstone Charter Academy at the Airport Center property would have likely not become a reality.

Scot worked tirelessly as a volunteer to accomplish making critical design decisions. He was always available and worked diligently to secure answers keeping both value and functionality as a guiding principle.

Scot Conklin is a passionate champion for Cornerstone. Therefore, I am writing on Mr. Conklin's behalf to request the board consider a vote to reinstate Scot while he is willing to serve and continue to be of service.

Thank you for your consideration and please do not hesitate to call if you have any questions or would like to discuss further.

Sincerely,

LANDMARK BUILDERS

A handwritten signature in blue ink that reads 'Jimmy Hoots'. The signature is fluid and cursive, with the first name 'Jimmy' being larger and more prominent than the last name 'Hoots'.

Jimmy Hoots
Project Development

JH/bb



Karla Hall <khall@cornerstonek12.org>

Letter to request reconsideration of Scot Conklin on the Board of CCA-CFA

2 messages

Mitchell Croatt <mpcroatt@uncg.edu>

Tue, Nov 28, 2017 at 10:48 PM

To: Karla Hall <khall@cornerstonek12.org>, "cswindlehurst@cornerstonek12.org" <cswindlehurst@cornerstonek12.org>, "ebyers@cornerstonek12.org" <ebyers@cornerstonek12.org>, "jhawkins@cornerstonek12.org" <jhawkins@cornerstonek12.org>, "twilkins@cornerstonek12.org" <twilkins@cornerstonek12.org>
Cc: Scot Conklin <sconklin@cornerstonek12.org>

Dear Board of Directors of CCA-CFA,

I am writing you about the recent vote to not renew the position of Scot Conklin on the Board. This was extremely surprising to me. I encourage the Board to consider the gravity of their decision and also what the best move is going forward. To understand why I'm asking the Board to think about this, please consider what happened with CCA-CFA before Scot was on the Board and what happened while he was on the Board.

To be clear, I think the school has done incredible things since it began in 2012. Mary Catherine inspired hundreds of families to join her as the school began. We held classes in the auditorium and then helped move classes into the modulars when they were completed. In that first year we started looking at future locations for the school. After that first year, Brent had proven himself as an inspirational director and our waiting list started to get longer. As we added a grade each year and our classes filled up, we realized the need to acquire new space. By the time that we transitioned from Brent to Joe as director, and previously from Mary Catherine to Karla as president of the Board, the most pressing issue was to acquire permanent space. I had been involved in this effort from the first meetings. For quite a long time, the Board was at a stand-still, for a variety of reasons, with obtaining a permanent facility. Much to the benefit of the school, Scot was put on the Board and chaired the facilities committee. Under his leadership with the facility, we were able to move forward, identify a location, obtain funding, do all of the required construction and open the school on time and under budget. Although people might have not agreed with how Scot worked, nobody would say that Scot didn't work hard and get things done. He did so by leading by example with respect to work ethic, and holding people accountable. Any Board member that thinks that they could have done a better job with the facility than what Scot did is both foolish and wrong. It is with great pride that I tell people that I helped with that location, but I'm always quick to give more credit to Scot. In his short time on the Board, Scot has completely silenced the concerns that families had about the facility.

Now that the facility is complete, some members of the Board seem to have decided that they no longer need someone like Scot on the Board. I understand that he says things like he sees them, and this might be hard for some people to accept. Personally, I prefer to know what people are thinking instead of trying to guess. Furthermore, if the school was at capacity for K-12 and things running smoothly, it would seem that a person like Scot wouldn't be essential to the Board. This is not the case though. There is a level of accountability that is missing and things are falling between the cracks. For example, it seems that the doors between the main school building and the wing are not being locked as they were originally designed. Also, there were no parking lot lights on after a middle school basketball game this week so it was pitch black in the parking lot. Both of these seem like safety concerns, and something that the Board should be holding people accountable for. Financially, Scot was instrumental in establishing the funding mechanism for our school and having him leave the Board may cause difficulties in maintaining this and future revenue streams.

To wrap up, I encourage the remaining members of the Board to consider the consequences of not having Scot Conklin on the Board. If they choose to move forward like this, they need to identify people to step up and add members to the Board to compensate for the big shoes to fill. Alternatively, they would be wise to reconsider their decision and take a re-vote on this issue and renew his term.

I wish you all the best with this decision before you,

Mitch Croatt

Active parent and prior interim chair of the Facilities Committee

--

Mitchell P. Croatt, Ph.D.

Associate Professor and Department Head

Department of Chemistry and Biochemistry

435 Sullivan Science Building

PO Box 26170

12/4/2017

Cornerstone Charter Academy Mail - Letter to request reconsideration of Scot Conklin on the Board of CCA-CFA

Greensboro, NC 27402-6170
Phone: (336)334-3785
Fax: (336)334-5402
<https://chem.uncg.edu/croatt/>



Karla Hall <khall@cornerstone12.org>

Wed, Nov 29, 2017 at 8:00 AM

To: Mitchell Croatt <mpcroatt@uncg.edu>

Cc: "cswindlehurst@cornerstone12.org" <cswindlehurst@cornerstone12.org>, "ebyers@cornerstone12.org" <ebyers@cornerstone12.org>, "jhawkins@cornerstone12.org" <jhawkins@cornerstone12.org>, "twilkins@cornerstone12.org" <twilkins@cornerstone12.org>, Scot Conklin <sconklin@cornerstone12.org>

Mitch:

I have received your email and the entire Board has as well. Your email will be acknowledged at the next board meeting.

Karla Hall
President, Board of Directors
CCA-CFA

Sent from my iPhone

[Quoted text hidden]



Karla Hall <khall@cornerstonek12.org>

Requesting a Special Meeting

Lisa Walker <lisamoblewalker@gmail.com>

Mon, Nov 27, 2017 at 11:28 AM

To: Karla Hall <khall@cornerstonek12.org>, sconklin@cornerstonek12.org, jhawkins@cornerstonek12.org, ebyers@cornerstonek12.org, twilkins@cornerstonek12.org, cswindlehurst@cornerstonek12.org

Cc: Trip Walker <twalker@accorporation.com>

Good morning,

We are requesting a special meeting be held regarding the non-renewal of Scot Conklin as a CCA-CFA BOD member. Since there was not a discussion regarding this in the regular board meeting, we can have this discussion with all stakeholders of the school. We look forward to discussing this with each of you.

Lisa & Trip Walker



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WORKPLACE STRATEGIES

501 NORTH LIBERTY ST.
WINSTON-SALEM, NORTH CAROLINA 27101

Ms. Karla Hall
Board Chair
Cornerstone Charter Academy
7800 Airport Center Drive,
Greensboro, NC 27409

Dear Karla,

This letter is to express my utter disbelief that the Board of Directors would vote Scot Conklin off the board after his incredible service and personal sacrifice on behalf of Cornerstone Charter Academy and the recently completed relocation project.

Having had the privilege to serve the Academy as your Project Manager for the design and construction phases, I can personally attest to the fact that Scot treated this project as a full-time job on top of his career and family responsibilities. It was almost a daily occurrence to receive email communication from Scott past midnight on matters vital to the project.

I'm not sure the board appreciates the complexity of the financing, property acquisition and execution of renovation of this nature and size, but I assure you it would not have been possible without Scott's dedication, team effort and service to both the project and the school.

This matter will reflect negatively on the board and school leadership in the eyes of the community and the financial institutions involved. For these reasons, I am writing you on Scot's behalf and strongly recommend to the board to reconsider its decision and reinstate Scott to the Board of Directors.

Respectfully yours,

Peter F. Marsh
Vice President
Workplace Strategies Inc.



Karla Hall <khall@cornerstone12.org>

School Board Changes

1 message

JANET BRYAN <jrbryanjr@bellsouth.net>

Mon, Dec 4, 2017 at 5:35 AM

Reply-To: JANET BRYAN <jrbryanjr@bellsouth.net>

To: Karla Hall <khall@cornerstone12.org>, "jhawkins@cornerstone12.org" <jhawkins@cornerstone12.org>, "twilkins@cornerstone12.org" <twilkins@cornerstone12.org>, "cswindlehurst@cornerstone12.org" <cswindlehurst@cornerstone12.org>, "ebyers@cornerstone12.org" <ebyers@cornerstone12.org>

Cc: Sean Conklin/Dad <scot-conklin@triad.rr.com>, Samantha Conklin <conklincca@gmail.com>

Dear Ms. Hall, Ms. Byers Mr. Hawkins, Ms. Swindlehurst and Mr. Wilkins

CC: Mr. Conklin

As I have done several times in the past when writing to our CCA-CFA School Board, I would like to thank each of you for your service to our school, our teachers and staff, our students and our CCA families. Your commitment as volunteers on the school board is admirable and appreciated by the entire school community. In particular, I would like to thank Ms. Karla Hall for her dedicated service to Cornerstone since the inception of our school and to Mr. Conklin for his dedication to our CCA families through the Facility Committee in securing a home for each of our current and future students and staff. In addition, thank you to Ms. Hall and Mr. Conklin for your personal donations to the PTO Cardinal Nest Egg fundraiser and your individual prizes for the recent Cardinal Soirée. I was pleased that Mr. Conklin, Ms. Hall and Ms. Swindlehurst were able to attend the Soirée also.

I was disappointed to hear and read about the recent Board decision which did not vote to renew Mr. Conklin's position on the Board which he has served on since November 2014. I am aware that he has been the Facility Committee and served as its Chair, and served on the Finance, High School And Personnel Committees and that his term was up for renewal by a simple majority vote in accordance with the By-Laws of the current Board members.

From the perspective of a CCA Parent and PTO member, Mr. Conklin has been seen as serving our school faithfully and with the best interest of each student and family as well as the school and staff in mind. He has always taken the time to respond to my questions, comments and concerns in person or via email. The acronym "TEAM" in Team CFA, stands for Together Each Achieves More and in the spirit of teamwork, it appears that Mr. Conklin's belief has also been that the success of the student takes the active participation, communication, and commitment of the teacher, student, and parent working collaboratively with the school board which he has served with dedication.

I would appreciate input from each of you that voted against renewing Mr. Conklin's position on the board as to what changed your mind about continuing the business relationship with Mr. Conklin, because I'm hoping this was a sound business decision and hopefully was not based on a personal opinion. A unanimous vote (which included Mr. Hawkins and Mr. Wilkins) to approve Mr. Conklin as the Vice President of the School board for the 2017/2018 year was made at the June 15, 2017 Board Meeting. Mr. Hawkins and Mr. Wilkins - what changed your mind? And Ms. Swindlehurst what considerations did you use to make your decision to vote against his renewal?

Perhaps your answer to these questions will help you also answer further questions about what changes and plans do each of you foresee for Cornerstone Charter Academy? As you can imagine, the loss of such as strong advocate for our school comes as a shock and we, the community which you serve as members of our Board of Directors, would appreciate some of your knowledge, insight and plans for the school which we have chosen as a School of Choice for our students.

I think the following comment I copied from another parent on Facebook is succinct in our concerns: as we would like "those who voted nay against Scot to explain and address the parents of Cornerstone. It's very important to us that we know that the decision to terminate his [involvement with the Board] benefits the school, the students and has merit."

I wrote to the board at the end of the 2016/2017 school year and suggested that we as a school take the opportunity to "toot" our own horns as it seems that our roles, actions and accomplishments are not always recognized. May I suggest that this opportunity also be taken in regards to the current school board as I am not aware of Mr. Wilkins nor Mr. Hawkins roles or accomplishments within their terms on the School Board like I was of Mr. Conklin's involvement and I understand that Ms. Swindlehurst is new to the Board.

I have also copied several comments from several CCA Parents on Facebook in support of Mr. Conklin as well as concerns about the situation for the CCA School Board members to review and include in the official record and consider for public comment as the Board has done in the past with other situations resulting in questions, comments and concerns, such as the permanent location and working on adding the high school.

Scot Conklin has served our school faithfully and dutifully and he is the SOLE reason we are in the building we are today. He embodies a strong work ethic, morals and an understanding of charter schools and possesses a leadership style that will catapult our school into the future . He asks tough questions because he cares and wants our school to be the best it can be. He has also financially supported every effort of the PTO since the inception of both the PTO and the school. He and his family attend and support Cornerstone events and are part of the fabric that makes us what we are today. I am proud to know him and I know we are a better school with him serving on our Board as he is the voice of reason and stability.

It is very disheartening and concerning and honestly just seems to have been done in a "pull the rug out from under feet" kinda way. It came out of nowhere and completely shocks me. Scot has worked so very hard on that board and given 110%. And he is the reason we have the amazing property we have and were able to be in it so quickly. And my understanding is that we are in the middle of a real estate transaction and he's the lead guy doing the negotiations. So you choose to not renew his term? No one else on that board knows the situation like he does. It makes us appear unstable to those we are working with. I too want answers. Especially with a person who has only been on the board a few months voting against his renewal. I think a public forum would be a great opportunity. Everyone needs to write the board a letter regarding this situation AND SHOW UP to the next board meeting with a public comment ready to share regarding this or read your letter to have it submitted for the record. One thing I love about CCA vs GCS or other schools is that we have a voice and we have never shied away from using it. So let's use it!

I agree with these responses! It makes me sad & very uncomfortable that a CCA family would be treated this way, especially one that gives so much. Not only does Scot work on our board, he is present within the school. He knows our kids & CCA parents, too. Even IF there were major issues I don't know about, Scot should have been treated with respect. ANOTHER blindside. Why does our board do this? Just doesn't seem professional to me. Doesn't seem right at all.

I agree with ALL of the above replies. I feel Jay, Tony and Cyndi owe us all as parents an explanation for their vote against someone who has given so much to our school. Is there anyway to make this right? Is it possible to revote after a town hall meeting with more explanation as to why they voted that way? Also curious as to which of those that think we no longer need Scot Conklin on the board is going to fill his shoes?

Scot has been a driving force behind so much at CCA and we would not be the school we are today without him. Totally disappointed and shocked. It seems like every day we move further and further away from being a community and a school that cares about all its members. Our voices are being heard less and less as we go along. Makes me wonder if someone had a personal issue and was not making a sound business decision for the good of the school.

Thank you for your consideration, feedback and, as always, your commitment to your volunteer roles on our school board.

Sincerely
Janet Bryan
CCA Parent
CCA Fundraising Chairperson

To: Cornerstone School Board of Directors
From: Marv Allison, Former Board Member
RE: Scott Conklin
Date: November 28, 2017

As I have had some time to reflect on the Board's action taken toward Scot Conklin, I decided to put my thoughts down on paper and share them with you.

During my time on the Board, there was never any doubt in my mind as to what Scott was committed to. He had a laser-like focus for serving the **Cornerstone Community** and making this school the model for other charter schools in the area. Scott worked tirelessly from the beginning on the search and acquisition of the magnificent new facility. He made many sacrifices of his time and energy at the expense of his job and his family. Scott possessed a skill set that encompassed many areas that kept the project moving forward when it would have faltered or might have not even come to fruition. The intrinsic value of work is anchored in Scott's character, which at times may have been a source of frustration for him when the rest of us couldn't maintain his pace.

Despite Scott's disappointment at this turn of events, I believe in the long run that the absence of Scott's contributions on the Cornerstone Board will be much more of a loss to Cornerstone Academy than it will be to him. I am sure that he is using this time to reacquaint himself to his family and friends and focusing more on them and his job. Hopefully, down the road, the Cornerstone Community will reflect on the massive body of work Mr. Conklin provided to this school and give him the honor and respect that is long over due.

My Sincerest Wish for Cornerstone's Success,

Marv Allison, Retired Board Member

November 17, 2017

Members of the Board of Directors of
Cornerstone Charter Academy A Challenge Foundation Academy

In the 7 years I have been on this board never has there been a vote that denied the renewal of a Board member. Members have stepped down voluntarily, there has been a behind the scenes effort to remove members and denials for new applicants to be placed on our board but never in an open meeting has what occurred last night happened.

I realize there are personality conflicts between members but in the past 6 months this board has worked towards developing a solid working relationship with each other and Administration for the good of the school.

Unfortunately, there seems to have been an orchestrated and behind the scenes effort to deny the renewal of a seated board member that has resulted in the potential of causing harm to this school.

Two major concerns have to do with the real estate transaction that is pending and the stability of our Bond.

First Mr. Conklin has been the point person on all of our real estate and facility items for 6 years. He was an original committee member of the facility committee commissioned by the board to locate a permanent location for our school. In 2014 he was appointed to the board and became the chair of the facility committee. He led the effort to find our current facility but also negotiated the transaction to secure a temporary location for our new ninth grade class. In that time, he arranged for the facility updates, repairs to the facility, furniture needs and rental contract. Without his efforts we would not have had a location to house our high school students in 2015.

While that temporary facility was being secured Mr. Conklin and the committee identified a vacant building and secured a purchase agreement for our permanent location. That location is where we are currently located. Mr. Conklin worked tirelessly for securing our campus. It would take me too long to detail all that he did during the 8 months it took to close on the property but let me just say without his efforts we would not be sitting in the facility we have today.

After closing in March of 2015 on the facility and securing a 24 million dollar bond, Scot led the construction project with Landmark Construction, Bradley and Ball Architects, BBT Capital Investments and our Attorneys. His leadership brought us in ahead of schedule and under budget on both phases of construction. Scot put in a full-time job ensuring our students had a school facility to start the 2016 school year.

During this time our legal and financial team advised us of the importance of having stability on our board. It was in late 2015 and early 2016 that a behind the scenes effort by board members and administration to remove the Board president began. Scot was the person that warned those involved that this effort would have the potential of preventing us from securing the Bond. The attempt to remove the Board President ceased temporarily but restarted in the days after closing on the facility. While this effort was not successful it left our Board without a strong financial person and a distrust between board members.

Scot assisted me in appointing two new members of the Board that would have skill sets that would benefit the school. First Mr. Wilkins was appointed and then Mr. Picarelli. Both individuals had backgrounds that would benefit our school. Despite efforts by seated members to block these new appointments the Board did approve both members. Scot pointed out that Mr. Wilkins role as a seated City Councilman in Greensboro would be beneficial in the permitting process during construction which it was. Had it not been for Scot's voice in this effort we may not have had the benefit of Mr. Wilkins joining our Board.

Since the building opened Mr. Conklin has made sure details of the facility were completed and complied to all regulatory requirements.

In Spring of 2017 we were notified that our former facility was seeking legal recourse against us for nonfulfillment of facility repairs as per our lease agreement. While this task was assigned to our school director, it was not completed, and Cathedral of His Glory was seeking payment and repairs in full. Scot arranged for Landmark Construction to meet him and I at the church and we arranged for the repairs to be completed. (Note full Board was notified and authorized these items)

While there have been some disagreements on how the facility needs of the new location and past location should be managed by administration and the board most things have been reconciled and things have gone very well since July with our Board and Administration.

Despite differences in opinions and how to govern the school this board has accomplished much in a short period of time. We have been recognized by TCFA and Challenge Foundation properties for noted accomplishments that most schools have not been able to complete. We have maintained a growing cash surplus, purchased a large campus, expanded our K6 to a K12 and raised our school report card from a C to a B. The Board has been divided over the past 2 years on several issues, but since July when differences were aired out there has been noted improvement. Or so I thought.

Clearly there was a behind the scenes effort that occurred to not renew our Board Vice President. The 3-3 vote has resulted in us having a division and distrust on the Board once again. It has also put us in the position of not having any transitional time to work the details of the Real-estate contract. More importantly; we will now have to explain to the Bond Holders/ Investors why three members of the Board, including one member who was only seated in July voted against the renewal. A resignation of a member like can be easily explained but removal of a seated board member in this way will be questioned and raise concerns.

I hope you all understand the seriousness of the vote results last night. I wish you would have spoken to me about it ahead of time, so we could have worked this out in a reasonable manner.

Mr. Conklin has supported the appointment of each of you for the good of the school despite personality differences. He did not deserve to be treated in this manner.

I am expecting each of you to fill the void his removal leaves us. We now have no Vice President or Secretary and I will not fill these roles as President. Keep in mind new appointments to the Board will take 2/3 majority of seated members. (4) Filling open Board spots will not be easy.

Closing Remarks from Karla Hall
Emails Submitted for the Record.

Closing Statement of Karla Hall

12/04/2017

Statement: Two years ago, a former member of the Board of Directors requested that I resign as President and not renew my term on the Board. This occurred in an open public meeting on April 2015 in the Board Strategic Planning Meeting. Without going into a long-detailed explanation, the result was that at the next regular Board Meeting the Board Member Molly Bristol resigned from the Board and as Treasurer.

Following it came to my attention that I was no longer receiving any financial documents including the Bond Documents of which I am a primary signer. In checking with our financial representatives, I was informed that this member removed me from all distribution lists. No reason was given.

Because of this I had to go into her email account and track all of the financial documents. While tracking the documents I found emails between board members Molly Bristol, Paul Stanfield and Jay Hawkins which revealed collusion between the three of them to remove me from the Board at the April meeting.

In addition there were emails from Mrs. Bristol which provided answers to Board Questions submitted to Director Caraher for his evaluation. There was also correspondence from Director Caraher to Molly, Jay and Paul thanking them for their efforts at the April meeting.

The full Board was informed and it was decided that in the best interest of the school we would not request Paul and Jay resign. This was for the Bond, the parents, the state and the school.

I am submitting these emails to the record.

Despite this collaborative effort, I moved forward. It took me some time to regain trust but for the next year and a half and up until now I've worked on building relationships back with both of these members and our new members.

I've worked to develop a strong cooperative relationship with Mr. Caraher and saw things moving forward. Just last month we held a joint town hall meeting at the PTO meeting answering questions. Mrs. Swindlehurst was introduced as well.

Unfortunately, the actions of the now majority of members has undermined these efforts and set us back again.

Following the November 16th Board Meeting I contacted Dave Machado, Director of the Office of Charter Schools for advice on how I should move forward with the board. I expressed my concerns o the operation and actions of the Board. He provided sound advice and recommended we bring him to our Board to work with us.

As a Board Member even though we are also parents we are not to view things or present things from the parental personal interest of feeling. Unfortunately, it is my opinion that this is occurring now. This takes up significant time and energy from our Board meetings instead of focusing on the governance and oversight of the school.

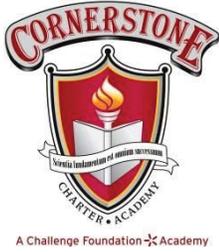
Our role as a Board is to ensure the education of our students, that we exceed state requirements, align with our charter and provide financial and academic oversight.

The actions taken by the majority of the Board against the renewal of a key member on the Board, in my opinion was done for personal interests and not in the best interest of the operational oversight of the school.

It is for this reason that I have submitted by resignation as Board President and will continue as a member of the Board.

Submitted for the Record

Karla Hall 12/04/2018



Memorandum

Date: 12/19/2015
To: Molly Bristol
From: Joe Caraher
CC:
Subject: Response to the email.

I think this is a really good idea! Here are my succinct thoughts

- I have read through the document that you and Paul did, and I think it is really solid and important.
- I think Karla's Venn Diagram is very helpful as well. Not only does it contain much of what we (board and administration) needs to do, it is also in a useful format.
- I think we are missing one additional layer to this process.

I am trying to write this succinctly without any of the gobbledygook that drives you crazy. My less succinct thoughts...

- (1) The Venn Diagram is a good way to describe the different work that we do, and I think it is fairly accurate in its terminology and its splits. In my opinion, we should continue to add to it and refine it as needed. It is a good touchstone.
- (2) The work that you and Paul did are an essential set of guidelines for how we need to "behave" in regards to the work that we do. I think we should all refine that document to use it as a set of ethical guidelines.
- (3) What is missing is a process by which we continue to define and refine the terms in the Venn so that what we are saying theoretically matches our practice.

Put another way, there will be general agreement about which functions fall into each person's purview. What will continue to cause commotion will be there are different definitions of the terminology. We all have different ideas of what those words mean on a practical level. I think that this is where the tension

between board and administration arises. Everyone is well intended, but the actions taken are interpreted differently.

I have tried to write an example of what I am saying. Monitoring is listed as a role of the board. What does it mean exactly to “monitor” what is going on in the school? How the board defines that will impact how it is interpreted by administration. Monitoring could mean walking through classrooms (which I see as potentially confusing for teachers), meeting with teachers to make sure that administration is doing their job (which I see as creating lines of authority issues) or asking to see walkthrough data at board meetings (probably a good idea in my mind).

The additional step I am suggesting is that we agree to a process of examining the actions that the board takes when they are doing one of these things. I don’t know what the steps might look like, or what that process is, but a tentative stab would look like this:

- (1) Define the category under which the board is acting (monitoring, reviewing, oversight, etc...)
- (2) Use some method to vet their actions with other board members (because the board acts as one, I think).
- (3) Find some way to bring me into the conversation, if appropriate (ensuring transparency).
- (4) Act.

Let me know if that does not make sense.



Karla Hall <khall@cornerstonek12.org>

Fwd: Managing/governing

Molly Bristol <mbristol@cornerstonek12.org>
To: Karla Hall <khall@cornerstonek12.org>

Tue, May 24, 2016 at 9:35 AM

----- Forwarded message -----

From: **Paul Stanfield** <pstanfield@cornerstonek12.org>
Date: Monday, April 11, 2016
Subject: Managing/governing
To: Molly Bristol <mbristol@cornerstonek12.org>

Molly,

Long time, no see (at least it feels that way). Now that we are past the building loan and purchase, I wanted to reach out to you and see if we might talk about picking back up on the managing/governing effort. As one of the potential drivers of the conversation, I am attaching a document that contains some e-mail exchanges involving Karla, Joe, and Jay at the end of last week. It is a little long - and I know you hate "too many words" - but for once I am not the one being wordy here. There is a good bit of pertinent information I have discovered about the situation that is not reflected in the e-mails, so I would not make much judgement until we have a chance to talk.

I am pretty busy today, but could talk between 2 and 4. I know this is a bit of a pain, but it is really important to get things right for our school. Text me if there is a different time to talk.

Thanks.
Paul

--

Molly R Bristol

**Email exchanges.docx**

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COMPOSE

Fwd: Director's Report and other silly thoughts in my head...

2016 Molly x

Inbox (407)

Starred

Important

Sent Mail

Drafts

2015-2016 Joe Ca...

2016 Facilities (29)

2016 Finance (119)

2016 For Website

2016 Governance ...

2016 Inspection Re...

2016 TCFA Confer...

2016-2017 Genera...

2016-2017 Invoices

2016-2018General...

2016-2018Solicitat...

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02017 NWEA Data

2017-2018 Junk (2...

7800 Land Purchase

Acadia Northstar (...)



Molly Bristol <mbristol@cornerstone12.org>

to me

----- Forwarded message -----

From: Molly Bristol <mbristol@cornerstone12.org>

Date: Tuesday, April 19, 2016

Subject: Director's Report and other silly thoughts in my head...

To: Joe Caraher <jcaraher@cornerstone12.org>

Joe,

Getting up to speed on materials for tonight. Some questions that probably not worthy of wasting board time. No ulterior motive here, just curious..also need to read the report..maybe just highlight or see if folks have questions? I think I need to reiterate to all board members that review and questioning : a team member, not a control freak.

- 1) No time to tardy...talking about a committee. Is this really that big of a problem? I know at NW for a certain amount of tardies kids get ISS. Thinking especially when K-9 is probably due to parent...is that how we do it? What constitutes an ISS vs OSS. Sure there is a policy somewhere. Maybe you can
- 2) What are kids doing in ISS? Are we making this constructive. Not sure of process at CCA but overall system seems to not work.
- 3) What should I as a board member be doing with EC data? Is there a trend? Are we getting these kids in/out? Are they staying? Are we getting more
- 4) Allyson and I talked in length about the EOG thing in the bonus rubric. This was a real point of contention with her as she was put in an awkward position been operating under different pretense? Again..just don't want to look stupid.
- 5) Wording in SIT portion of report a little messed up (e.g. including.) but I need to reread the purpose of SIT as in my previous life, SIT was a place that action items. I will re review SIT goals. You think they are looking at the right stuff? Isn't a plan supposed to come from this group that is reported to BO need to dump on you.
6. Waitlist in first box is for this year? Waitlist in second box is for next year so applications should equal lottery+wait, no? Need a little help here
7. Do you have any positions posted for 16/17 - it is blank.
8. What is a SAR report?
9. Did you report 812 for enrollment?
10. Could we use the money for summer reading to "reward" kids or buy them the books they need? Just a thought

Don't rush to answer these. When ever you get time and if easier to answer in person that is fine too. Just trying to make sure I understand it is what you

I hope you get my humor where applicable.

Thanks for your time





Karla Hall <khall@cornerstonek12.org>

Fwd: Here is my position....please edit as wish. I will have phone with me at doc.

Molly Bristol <mbristol@cornerstonek12.org>
To: Karla Hall <khall@cornerstonek12.org>

Thu, May 19, 2016 at 4:26 PM

----- Forwarded message -----

From: **Paul Stanfield** <pstanfield@cornerstonek12.org>

Date: Wed, Apr 20, 2016 at 7:35 AM

Subject: Re: Here is my position....please edit as wish. I will have phone with me at doc.

To: Molly Bristol <mbristol@cornerstonek12.org>

Cc: Jay Hawkins <jhawkins@cornerstonek12.org>

I have a little fear based on past experience that listing the examples will move us from forest to trees.

I did have a thought last night in bed. Before saying this should we just say this board continues to have chronic dysfunction issues and something has to change. Then suggest Karla agree to leave the board as a chance for change which we would accept by vote.

If she says no (even realizing she does not have votes to be on board) we need to dig in with your plan. I am ok with either approach because I think they are both honest.

Looks like I will see you at 9 after all.

On Wednesday, April 20, 2016, Molly Bristol <mbristol@cornerstonek12.org> wrote:

Action for Internal Board Assessment

My assessment of our board.

I have been a board member since July 2015. While in theory, the governance and set up of our board and committees is exemplary, the function is not. Instead of support and guidance to our Director, we provide mistrust and condemnation. Instead of consensus building, we go on witch hunts. Instead of full communication and transparency, we lie, manipulate and beat around the bush. This is not a board I signed up to serve. I personally cannot put this amount of energy into items that in reality the board should not even be discussing or concerned about. The amount of micro managing, disrespect and outright accusations are too much for me. I personally do not want to be a part of this. (would like to work in here..we have two dysfunction attributes: Absense of Trust and Fear of Conflict). Something needs to change....

And I am not talking about staff or administration change, I am talking about a change in the board. From what I have been able to gather through several discussions with board members is that we felt that not renewing Brent Smith's contract was the silver bullet to cure what ailed the board. Brent is gone, and here we still struggle. Two board members have come and gone, and here we still struggle. This leads me to the conclusion that the change still has not happened and it must be one of us sitting around the table.

--- open up for dialogue – if none

Just in the time that I have been on the board, energy wasted on NON board items include:

- Math Curriculum: We wasted board and administrative time over a witch hunt that the Director was eliminating Saxon Math
- Lack of Implementation of Core Knowledge: Distrust around use, teaching, and training of core knowledge let to our Director spending entirely way too much time documenting and mapping out Core Knowledge and its ability to work with Common Core and our ability to meet state standards. A fabulous exercise but one that was not necessary.
- ---need more examples here.

--

Molly R Bristol

--

Molly R Bristol



Karla Hall <khall@cornerstonek12.org>

My thoughts on board dysfunction for today - while they are in my head...

Molly Bristol <mbristol@cornerstonek12.org>

Tue, May 17, 2016 at 4:20 AM

To: Marvin Allison <mallison@cornerstonek12.org>, Keyon Whiteside <kwhiteside@cornerstonek12.org>, Scot Conklin <sconklin@cornerstonek12.org>, Karla Hall <khall@cornerstonek12.org>, Paul Stanfield <pstanfield@cornerstonek12.org>, Jay Hawkins <jhawkins@cornerstonek12.org>, Tony Wilkins <twilkins@cornerstonek12.org>

Team,

I have attempted to meet or talk with almost everyone on the board (Keyon I did not have a cell for you and Tony I wasn't sure you had enough background knowledge, I am sorry) given my statements and requests at the Strategic Planning meeting to try and better define our dysfunction. While I am sure I know I am not addressing the Director or other sides of this, here is the heart of the matter for me (that we need to fix).

When I say we don't support our Director, we accuse rather than help, we are not transparent, we lie, etc, what I really mean is that I feel that we tend to withhold information from our Director to protect a parent or teacher, but ask the question of the director when we already know the answer.

Why? Why are we protecting parents and teachers when our ultimate goal is to help these kids. Aren't we all "in it for the kids"? To share just a few specific examples, which I planned to do tomorrow but thought putting on paper before may help...

Example 1: Question by Karla - are our kids receiving EC services given we do not have a full time EC Teacher at the high school. Now, Karla had the answer. She had spoken to a parent that said her kid was not being serviced. In our governing within boundaries document, we talk about this. Redirect the parent to the appropriate administrator, make our stakeholders advocate for themselves and be accountable. If the conversation had been shared with our director that X student was not receiving EC services, the director could have taken immediate action to resolve the issue. Instead, this turns into a battle of wills and lots of self defense. And who loses..the kid.

Example 2: Rumors fly that the math curriculum is being changed. Karla calls me, calls Scot and says Joe is getting rid of Saxon Math. They are sure of it because they talked to Teacher A who was not in the math meeting, but Teacher A knows cause Teacher B, who was in the meeting shared with him that she was not happy with the changes in the math curriculum. Why are these teachers not going to their direct superior? (probably something else to address) This was a 5th grade teacher who could have easily gone to Allyson Waller and shared her fears. Again, instead, our board is protecting teacher names for the sake of the child. If we think and know our children should be receiving Saxon math, get all of those teachers in a room and clear the air. Once again, the child loses for the sake of not sharing a teacher name?

My last example. Question arises if every teacher has been trained in Core Knowledge. Again, we KNOW the answer. That is why we are asking. A quick note to the Director that X teacher has not been trained would have resolved the entire mess. Why are we not telling/supporting our director with information that he can use to help his staff to be the best they can be? Protecting our teachers at the loss of education to our children.

Again, there are other sides to this that we need to investigate. It is a compromise, but I feel it needs to start with us. We need a change of approach, we need to work together, nobody is perfect.

Let's start by not protecting our parents and teachers at the sake of our children. Let's better define what information we want from our Director. Let's do our job better so he can do his better and our kids can be the best they can be.

Molly R Bristol

Dear Molly, Paul and Jay,

On behalf of the the entire administration team, we want to thank you for your efforts to work toward a more functional board. We know that it was a very difficult task, and that it required a significant amount of personal risk to do it. We were all impressed with the work that you did, and we feel an immense sense of gratitude and admiration.

We also realize that making improvements is going to be a long and difficult road for a lot of people, and we are committed to trying to set things right as well. We agree as a group that things need to change, and we are prepared to listen to recommendations from our end to do that.

However, we also believe (just our opinion) that the only way our board can become better is if you are able to hold each other accountable. After processing our meeting time yesterday, as a group, we want to emphasize a few points of accountability that we feel like will go a long way toward making significant change real.

1. Communication - As an administrative team we want to make sure that we are operating with complete sets of information, so we can make the best decisions possible for our students. When we talk with the board, we want to be reassured that everyone on the board is aware of the information that we are discussing. We would also like to have access to information that will have an impact on the success of our students. If the board has information which will have a material impact on the instruction in our school, then we need to know that information, so we can rectify it. We also believe that it is important that, to the extent possible, sources and information not be protected in our communication. We feel that when information is being shared “around” us, it is an example of a fractured relationship between teachers and administration, and we want to have the opportunity to fix it. **Our wish is that in the event that these things are not occurring the board hold itself accountable.**
2. Support - We encourage you to continue to push the board to position themselves as supporters of administration rather than simply evaluators.
 - a. If the goal is to create transparency and cooperation, then we need to feel safe to express our challenges and problems in a way that we can engage the board in helping us fix them. If problems and issues are held from us to wait and see what we say, it positions the board as people just waiting for us to make a mistake as opposed to a board that is here to support our success. **We ask that the board hold each other accountable for not taking positions of support with the administrative team.**
 - b. We need our actions to be understood in light of our best intentions. One of the issues that is troublesome for us are the insinuations and accusations that we are operating in a way that is not in the best interest of the student success and the school. We all want to be here, and we all want to be here with each other. We all want to grow and improve, but we all want to do so in an environment where

mistakes and failures are accepted as points of growth and not of incompetence. This is particularly important in light of the dual roles of many board members as parents. It is easy to sow a negative impression of our administrative team in that capacity if our intentions are being slighted. **We ask that the board hold each other accountable for assuming the worst in us rather than the best.**

3. Respect - The entire administrative team and I work very hard. It is a lot of long hours and a lot of work. I serve on EVERY committee and try to be at as many events as I can. I think it is really important that we feel that the board respect the work that we do and the opinions that we have, and express that respect in appropriate tones both in board meetings and interpersonally. Scot's comments on Tuesday night were disrespectful to Allyson, and dismissive of the work that I have done. To hear on more than a few occasions that we want operate like a business is dismissive of the incredible work and complexities involved with running a school. We would like the focus to be on what it takes to run a great school (and, there may be business practices that can lend itself to that). **Finally, we ask that the board continue to hold each other accountable for actions that are disrespectful of the work that we are doing on behalf of the school.**



Karla Hall <khall@cornerstonek12.org>

Fwd: Thank you

5 messages

Molly Bristol <mbristol@cornerstonek12.org>
To: Karla Hall <khall@cornerstonek12.org>

Wed, May 18, 2016 at 9:24 PM

----- Forwarded message -----

From: **Joe Caraher** <jcaraher@cornerstonek12.org>
Date: Saturday, April 23, 2016
Subject: Thank you
To: Molly Bristol <mbristol@cornerstonek12.org>
Cc: Jay Hawkins <jhawkins@cornerstonek12.org>, Paul Stanfield <pstanfield@cornerstonek12.org>

Thanks Molly,

I agree with your thoughts. Obviously I think you all understand that we are not really trying to tell the board what to do, but just trying to keep some momentum going. It would be my thought that maybe the sentiments included in the email need to go forward, but they should be significantly rewritten for consumption by the board as a whole. I think if they were to have come from me, it would only be divisive and probably harm progress.

I also agree that there may need to be some conversations regarding what the board needs from us as an administrative team. It would be productive. However, what occurs me sitting here is that I wonder if, for the time being, it might be more productive to keep the focus on what the board needs to do to be functional. I suspect that if the conversation becomes about what we need to do administratively we are changing the conversation to be about us and not the board interaction. I just hate to lose momentum in trying to go forward.

I'll keep thinking about things and dialoguing with you all.

Thanks again for all your hard work!

Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstonek12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

From: Molly Bristol <mbristol@cornerstonek12.org>
Sent: Friday, April 22, 2016 8:54 AM
Subject: Re: Thank you
To: Joe Caraher <jcaraher@cornerstonek12.org>
Cc: Jay Hawkins <jhawkins@cornerstonek12.org>, Paul Stanfield <pstanfield@cornerstonek12.org>

Joe,

Thanks for putting time into these reflections. Thank you also for the observation that we did put ourselves at personal risk and continue to do so for the sake of the school. I think with a few edits this would be a great document to share with entire board. Continue the transparency. Obviously some will feel that the Director is telling the board what to do, so maybe we can work on coming out with a combined statement. If you look, all of these items in bold relate to the board holding themselves accountable. While I do agree, especially with the make up of the current board, I would also see these items the same for the administration among itself as well as both ways between board/administration - especially when I do not see the forest through the trees. I just get in the weeds sometimes - a shout out can only help.

Which makes me think we do not need to reinvent the wheel. Paul spent a lot of time on the relationship document we worked on as a team. We probably need to revisit that as well. I have attached for review and more thought.

Let's keep the dialogue and open communications going. These thoughts need to get to full board....let me know how you would like to proceed.

On Thu, Apr 21, 2016 at 4:46 PM, Joe Caraher <jcaraher@cornerstone12.org> wrote:

Hi All,

Thank you for your efforts on behalf of the school. We feel encouraged that some of our frustrations are being discussed and we are hopeful that there will be some positive movement forward.

Please see the letter as some additional thoughts, and some hopeful comments on how we want to continue to improve.

Thanks again!

Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstone12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

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Molly R Bristol

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Molly R Bristol

Molly Bristol <mbristol@cornerstone12.org>
To: Karla Hall <khall@cornerstone12.org>

Thu, May 19, 2016 at 4:12 PM

----- Forwarded message -----

From: **Joe Caraher** <jcaraher@cornerstone12.org>

Date: Thu, Apr 21, 2016 at 4:46 PM

Subject: Thank you

To: Jay Hawkins <jhawkins@cornerstone12.org>, Molly Bristol <mbristol@cornerstone12.org>, Paul Stanfield <pstanfield@cornerstone12.org>

Hi All,

Thank you for your efforts on behalf of the school. We feel encouraged that some of our frustrations are being discussed and we are hopeful that there will be some positive movement forward.

Please see the letter as some additional thoughts, and some hopeful comments on how we want to continue to improve.

Thanks again!

Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstone12.org

Phone - (336) 482-3855
Fax - (336) 482-3857

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Molly R Bristol

 **LettertoMolly.pdf**
88K

Molly Bristol <mbristol@cornerstone12.org>
To: Karla Hall <khall@cornerstone12.org>

Thu, May 19, 2016 at 4:12 PM

----- Forwarded message -----

From: **Molly Bristol** <mbristol@cornerstone12.org>
Date: Fri, Apr 22, 2016 at 8:54 AM
Subject: Re: Thank you
To: Joe Caraher <jcaraher@cornerstone12.org>
Cc: Jay Hawkins <jhawkins@cornerstone12.org>, Paul Stanfield <pstanfield@cornerstone12.org>

Joe,

Thanks for putting time into these reflections. Thank you also for the observation that we did put ourselves at personal risk and continue to do so for the sake of the school. I think with a few edits this would be a great document to share with entire board. Continue the transparency. Obviously some will feel that the Director is telling the board what to do, so maybe we can work on coming out with a combined statement. If you look, all of these items in bold relate to the board holding themselves accountable. While I do agree, especially with the make up of the current board, I would also see these items the same for the administration among itself as well as both ways between board/administration - especially when I do not see the forest through the trees. I just get in the weeds sometimes - a shout out can only help.

Which makes me think we do not need to reinvent the wheel. Paul spent a lot of time on the relationship document we worked on as a team. We probably need to revisit that as well. I have attached for review and more thought.

Let's keep the dialogue and open communications going. These thoughts need to get to full board....let me know how you would like to proceed.

On Thu, Apr 21, 2016 at 4:46 PM, Joe Caraher <jcaraher@cornerstone12.org> wrote:

Hi All,

Thank you for your efforts on behalf of the school. We feel encouraged that some of our frustrations are being discussed and we are hopeful that there will be some positive movement forward.

Please see the letter as some additional thoughts, and some hopeful comments on how we want to continue to improve.

Thanks again!

Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstone12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

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Molly R Bristol

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Molly R Bristol

**GOVERNING AND MANAGING WITHIN SCOPE OF ROLE AUTHORITY.docx**

23K

Molly Bristol <mbristol@cornerstone12.org>
To: Karla Hall <khall@cornerstone12.org>

Thu, May 19, 2016 at 4:12 PM

----- Forwarded message -----

From: **Molly Bristol** <mbristol@cornerstone12.org>

Date: Sun, May 8, 2016 at 6:11 PM

Subject: Re: Thank you

To: Joe Caraher <jcaraher@cornerstone12.org>

Cc: Jay Hawkins <jhawkins@cornerstone12.org>, Paul Stanfield <pstanfield@cornerstone12.org>

Would you be willing to share this as part of our ongoing discussion on Internal Board Assessment at the board meeting?

Please advise.

Molly

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Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstone12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

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Molly R Bristol

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Molly R Bristol

Molly Bristol <mbristol@cornerstone12.org>
To: Karla Hall <khall@cornerstone12.org>

Thu, May 19, 2016 at 4:13 PM

----- Forwarded message -----

From: **Joe Caraher** <jcaraher@cornerstone12.org>

Date: Mon, May 9, 2016 at 12:03 AM

Subject: Re: Thank you
To: Molly Bristol <mbristol@cornerstonek12.org>

Yes, if you believe it would help. It will be after my directors evaluation so I am not sure if anyone will be listening to me by then.

I will try to rewrite it this week in more positive terms. I will also make a brief list of some different examples, which might help flesh it out.

Thanks,

Joe Caraher
Director
Cornerstone Charter Academy - CFA
Email - jcaraher@cornerstonek12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

On Sun, May 8, 2016 at 3:12 PM -0700, "Molly Bristol" <mbristol@cornerstonek12.org> wrote:

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Please advise.

Molly

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Please see the letter as some additional thoughts, and some hopeful comments on how we want to continue to improve.

Thanks again!

Joe Caraher
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Email - jcaraher@cornerstonek12.org
Phone - (336) 482-3855
Fax - (336) 482-3857

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Molly R Bristol

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Molly R Bristol



Karla Hall <khall@cornerstonek12.org>

Fwd: Bylaws

1 message

Molly Bristol <mbristol@cornerstonek12.org>

Thu, May 19, 2016 at 9:24 PM

To: Scot Conklin <sconklin@cornerstonek12.org>, Karla Hall <khall@cornerstonek12.org>

----- Forwarded message -----

From: **Paul M. Stanfield** <stanfiel@ncat.edu>

Date: Monday, May 9, 2016

Subject: Bylaws

To: "mbristol@cornerstonek12.org" <mbristol@cornerstonek12.org>

Molly

Here are the bylaws with Article IV addressing the Board of Directors. (There are actual two copies of the bylaws in the document – one with recent redline changes shown and the other after the changes).

The bylaws are vague, but it is my belief that:

- they provide no support for a "you just apply and stay on the board" appointment. That would make sense after the one year term, but not after a three year term.
- reappointing a board member for another 3 year term without a vote is not a healthy practice, not common among other schools - this is something that could be clarified by a vote by the board if there is ambiguity.

According to what we have been told, with a board of 8 members, a person could "automatically reappoint themselves" where 5 members do not support the appointment. I am not aware of any "no" vote ever for an appointment to the board. I do not think reasonable people would support this discrepancy. We are bound by the bylaws to require 2/3 majority yes votes for appointments.

Thanks.

Paul

----- NOTICE: This e-mail correspondence is subject to Public Records Law and may be disclosed to third parties. -----

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Molly R Bristol

**2016Cornerstone Proposed Bylaws Change _redline.pdf**

34K



Karla Hall <khall@cornerstonek12.org>

Sit

Molly Bristol <mbristol@cornerstonek12.org>
To: Karla Hall <khall@cornerstonek12.org>

Wed, May 18, 2016 at 9:03 PM

----- Forwarded message -----

From: **Molly Bristol** <mbristol@cornerstonek12.org>
Date: Tuesday, May 10, 2016
Subject: Re: Sit
To: Joe Caraher <jcaraher@cornerstonek12.org>

Joe,

Just my personal thoughts. If there were strategic goals in place, the things coming out of SIT would not be things that would need board approval. They would be vetted by the attempt to reach the goals. Just my thoughts. No one bcc'd.

Molly
[Quoted text hidden]

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Molly R Bristol

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Molly R Bristol

This includes some e-mail correspondence including some things written by Karla, Joe and Jay. I will color code as show above to keep up with what is going on.

On Thursday afternoon, Jay and I received the following e-mail from Joe.

Paul and Jay,

Please see the email exchange below. Karla suggested that we bring you into the loop on it. If possible I would like to meet with you tomorrow morning to discuss this issue. I will make myself available when it is convenient to you, but I would like to do it after assembly around 8:30.

Thank you,

Joe Caraher

And the following e-mail from Karla.

Joe will be reaching out to both of you about this. If you are available next week to discuss together let me know.

Scot is aware of the situation and will be out of town.

Karla

Here is the exchange of e-mails that preceded the two e-mails from Karla and Joe.

Joe:

I have been searching all day to find a place were this was all approved to avoid a problem but I only see the information presented in committee but that it was not finalized yet so no vote took place.

As I look back at the July 2105 high school committee meeting notes I have the sample outline of courses we were suggesting and it differs from what was given to students yesterday. In July we changed the 9th grade sequence for Biology and Earth Environmental based on Dr. Thomas's suggestion, this was approved but no other changes were approved. This was the last high school committee meeting.

In January the board discussed bringing back the HS committee but decided to have the academic aspects of the high school come to the academic committee instead. My understanding was that the committee would at least approve the course sequence and offerings as we do for the K8 offerings. When Matthew presented the information we did not vote, the only recorded vote I have is that we approved the novels for English I. I thought the final recommendations were coming through the academic committee for board approval before it went out to students and parents.

I want to do what is in the best interest of the school and be sure we follow a consistent process. In the past we have approved all new courses offered. Naturally the sequencing of things like English I, II, III etc... would be the obvious sequence we follow but when the offering for things like science and history are not an obvious sequence I do think discussion and approval should come to the board. I am also looking at the elective offerings and find this very limiting. We had many more options we discussed last spring and theater was not one of them. Things like speech, journalism, finances, and others were. What went into the decision to not go with the options that were suggested last year based on a parent input survey? We did discuss Latin and decided to go with Spanish instead. While I fully support it being introduced and offered, I think that the committee and board should have known it was an option again.

So my reluctant thought is that the best option is to cancel Monday. I feel this is better then putting out information that has not been authorized and or agreed to and having to change it after parents attend a meeting. So I agree this fully covers us. (1)

Item 2: I can share my thoughts on the documents that went home with students and where I see concerns with what was prior discussed. This would only be my opinion and maybe we could bring Paul and Jay in too since they were both on the high school committee from the start. If we were to meet before academic on Friday we would be able to make suggestions to the academic committee on the 15th, which makes the approval at the board meeting easier/quicker.

Item 3: The course descriptions should be easy to approve, I do not see anything in them that would be objectionable.

I would meet tomorrow but we are leaving for Clemson with Bobby for a leadership weekend he was selected for so I am not free again until Monday.

If you want me to set something up with Jay and Paul and I for next week I can do that.

Karla

It was my understanding that the course sequencing was at the discretion of administration (because of the variations in sequencing). As I mentioned, I do agree that the board should be approving courses and course description (just my opinion, I am aware the board can choose to require approval on anything). I don't know that we were fully aware that the course descriptions had not been approved, because we were given most of those descriptions when we began work here.

So in thinking through it, I see several different ways we can proceed (let me know if you see other options).

- 1). We can postpone the parent night until after the board meeting. That will fully cover us.
- 2). We can meet with you and you can excise anything from our documents that you do not want shared. You would have a better sense of what the board might deem controversial (for example, I can't imagine the board will not approve English II as a course, but just modifications to the course description).
- 3). We can expedite a board vote on the course descriptions (I don't know if we can do that electronically).

Thoughts?

Joe

My concern is that when all this was presented by Matthew at the Academic Committee it was not put to a vote for recommendation to the board. The descriptions were in his materials as were the sample course plans but nothing came to board for approval. The only vote was on the novels for English I. Therefore; as students have been presented with this information and the parents will get the information on Monday, we have the issue that the board may not approve. Then what do we do?

The academic committee is meeting on the 15th so it should come there before the board meets. That is the normal process.

Karla.

Karla,

I have attached the course descriptions that you requested. This is all of them for right now. I guess my recommendation would be to review and approve them all. Do we run them through academic?

Thanks,

Joe Caraher

Jay talked to Joe Thursday afternoon. We set up a meeting for Friday morning. Before the meeting, Jay and Karla had the following e-mail exchange. Karla typed her words in the middle of Jay's so you have to look at colors.

Jay:

Maybe because I've been through this so often I am less trusting than you are, but I see this as it is ok to act without going through established process and then asking for forgiveness. For me I trust but I also

verify. I believe firmly that if you do not verify that you are actually demonstrating an abdication of leadership.

If you could send me the time of the meeting I may decide I have time to either attend or call in. It just depends on timing as we leave for the college trip today.

My thoughts are below with yours.

On Thu, Apr 7, 2016 at 9:59 PM, <jhawkins@cornerstonek12.org> wrote:

Couple of thoughts

I had a brief conversation with Joe this afternoon while picking Noah up at school.

Kinda caught me off guard, because I wasn't aware of the email at that point. He did express concern and confusion over whether the work on course sequence, description, and registration is an "operational function". Although his biggest concern appeared to be potentially unwinding the work that's already been done and essentially starting over. In my opinion that concern is valid for a couple of reasons, but more than likely he isn't comfortable going to the staff and putting the thing on hold while the board either agrees with or steps on the work that's been put in by Matt and Leigh.

As for my opinion of the whole situation:

Did they jump the gun on doing this? Probably yes, as he admitted to in saying he agreed the board should approve course offering.

Joes "admitting" that he should have gotten board approval goes to my point above, lets do things and ask forgiveness after. When I asked him about this on Monday he stated that he thought these courses were already approved. So which is it? Also if he agrees with the board needing approval or not is irrelevant to me. The board determines what needs approval and what does not, he does not have to agree with us. We have never offered a course at any grade level that was not approved by the board of directors. There is actually a great deal of legal precedent on the topic, even for regular public schools but more so for charters that the Board determines the academics of the school, courses, curriculum etc... (Reference Public School Law, by Stephen b. Thomas)

Am I totally concerned with the offering for next year?

Not really. I think it speaks to our Rigor. And we could work to introduce other electives as they determine what the personnel looks like next year.

I would say I am not really concerned about most of the offerings either. I do have questions though that should have been addressed in committee before it went to students and parents. This is why we have committees, to vet issues and concerns and to provide feedback and oversight. This was bypassed.

For example: Chemistry Honors- is there a lab time? Why would we not make a course like Chemistry a double period class to allow for a lab? Especially with an AP Earth Environmental offering aligned with it, you could split the second period for the two courses and allow for labs. Do the honor track students have to take 2 sciences next year? If a student preferred to get a solid base in chemistry prior to taking any other AP course work in science do they have to take the APES class too? If not then what elective offering would be suggested? Could they then take Latin along with their Spanish? Why are we limiting

students to only one language elective offering but directing them to two sciences. Loading these students down with two sciences is not rigor, we already stated that rigor does not mean more work, rather it is the focused, coherent and challenging application of a content rich curriculum with the goal of every student exceeding standards.

I absolutely believe we need more elective offerings and ones that were prior discussed, and ones that our parents indicated they wanted us to offer. I find it ironic that our middle school students are getting many more elective offerings than our high school students. There was a list of offerings last year that was suggested, things like creative writing, technology etc. I shared in my email to Joe more. Why did we not have the opportunity to share this information with the high school staff and administration that put the current offerings together? Of if it was shared why was it not used? My concern is that the high school is operating in isolation from the rest of the school. We are not a K8 and a 9-12 we are a K12 school, that is how we set it up. We have different roles for different administrators, the CK curriculum coordinator does not really have a role at the high school other than many helping them understand what CK is and how our K8 transitions academically to the high school. But the staff at the high school is all new to CCA, being in isolation at another campus prevents the integration into the culture. If they are the ones that put this together then no one that was involved with the school that was involved in the original high school planning and vision was there to detail our expectations.

All of this goes back to my suggesting we bring back the high school committee, there needs to be oversight and input. I was assured the academic committee would be able to do that, but that has not occurred.

Would I postpone the meeting Monday?

No, I think it draws a bigger eye and people will wonder why? It could make everyone involved appear to be disorganized. We could simply say we are working on other elective options based on personnel makeup and there will be a period this summer that you could change electives if something different becomes available.

This is a double edge sword and one point I disagree fully with you on. We do more damage putting out bad information than delaying the meeting and putting out information that has been approved. I really care far less about offending the administration and the staff than I do about putting out information that was never approved to begin with. It again goes back to a precedent, it tells them go ahead do what you want and there are no consequences.

Should we work to get what's already done approved, without upsetting the ongoing process?

I think we should. If we don't we will be big brother stepping on toes.

We need to try and protect the Administration hierarchy if we can.

We need to protect our school as a whole. Protecting the administration is not my role. Supporting them, providing governance and oversight is the role of the board. They want us to collaborate but it is not a two way street when they bypass the process.

Do I think academic an ultimately the board should have to approve anything curriculum or new course related?

Yes, but I have to trust the Joe and his team are taking us in a good direction.

Goes back to my first paragraph, trust but verify. I have seen a difference in how Joe is interacting with me and I do not want to set that back.

It is not like I did not ask for information about the high school offerings. When Matt presented the draft to academic in February I did have questions. I also asked if he wanted me to bring to the board. I was told they were not ready yet, clearly that sent the message that the board needed to approve. We approved only the 9th grade reading materials in that academic meeting and then the board authorized them in session. No other motions came from academic that month or after related to this topic.

So Jay I am not trying to be difficult, I am trying to preserve the integrity of this school and the processes that have been in place. I know some of this is not written down but we have administrative staff that knows we have approved books, text, and courses from day one. If that message is not being shared with Joe by them then I ask why? Even if they are not sharing this with him he knows he can ask me, I admit when I can not authorize something without board approval like a change but I also know when something has been prior approved and he can move forward.

I will be addressing this in open session as we do need to approve these items and I will make it very clear that this information went out to parents without our ability to review or provide feedback. Members will have the ability to offer their support and or objections to any of it at that time.

Karla

Jay and I met with Joe and Matthew Friday morning and then spoke afterward. We all agreed Monday night should go forward. I communicated this to Karla and I spoke to her on Saturday. The meeting is going on. All this speaks back to our work on Managing and Governing. Now that loan is secure and building bought, will you give me a call as soon as convenient to talk about next steps in this area.