

PRESENTATION TO THE CHARTER AUTHORIZING PANEL



ACTION PLAN

ICA – CAP Review Team

- Dr. Rosilee Russell – President / Superintendent
- Mr. Michael Johnson – Dean / Principal
- Ms. Kelly Lucero – Academic Coordinator
- Mr. Chad Hull - ICA Board Member



ACADEMIC RECOMMENDATIONS

FINANCIAL RECOMMENDATIONS

OPERATIONAL RECOMMENDATIONS



ACADEMIC RECOMMENDATIONS



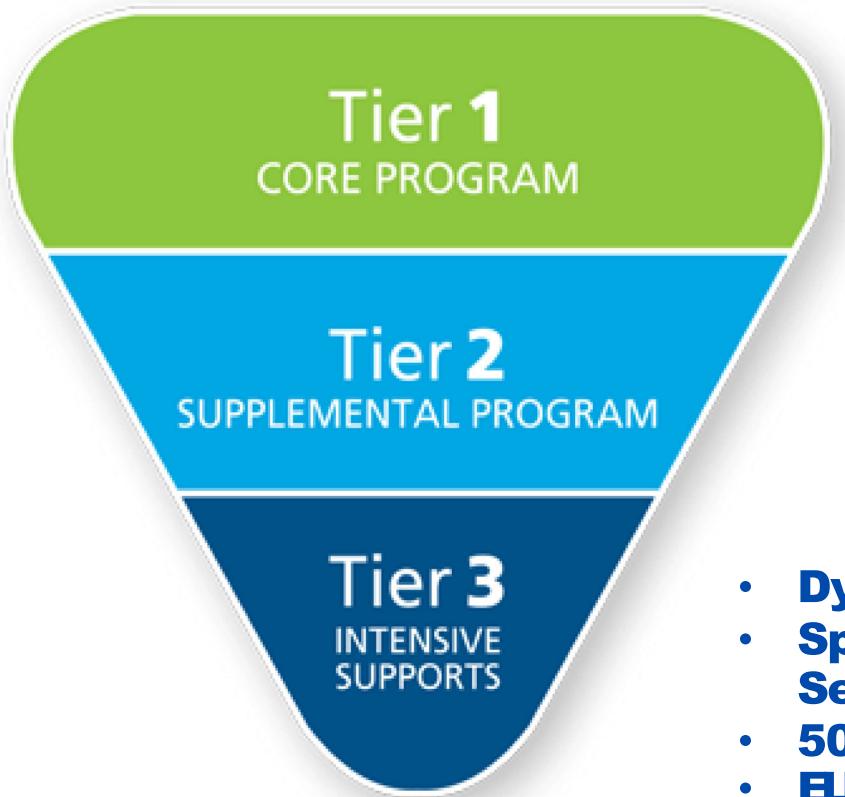
1. Establish clear, measurable academic goals aligned to Atlas expectations, including benchmarks for literacy, math, RTI progress, and subgroup performance.
- Tracking ATLAS scores
 - State expectations
 - Interim exams
 - Growth Scores
 - ATLAS portal
 - RTI and Tutoring based on individualized benchmarks/targeted subgroups
 - Targets (Appendix 1)



ACADEMIC RECOMMENDATIONS



Response to Intervention



2. Implement structured tiered intervention systems (MTSS/RTI) with biweekly progress monitoring and fidelity checks.

- All students have access to grade-level essential standards
- Effective first instruction
- HQIM
- Inclusive Practices
- Weekly RTI requirements (Appendix 2)
- Targeted interventions
- Monitoring by the Dean
- Dyslexia Services
- Special Education Services
- 504 Services
- ELL Services



ACADEMIC RECOMMENDATIONS

3. Provide targeted professional development in Science of Reading practices, conceptual math instruction, and data-driven instruction.

- PD in August 2026 by GFECC - SoR
- Additional PD for Math and Science Summer 2026
- Data Driven PD completed January 2026
- Ongoing PLC to review data and drive instruction



ACADEMIC RECOMMENDATIONS



4. Develop systems for monitoring teacher effectiveness and coaching cycles to ensure instructional consistency.

- Use of the Educator Effectiveness System for monitoring & evaluations
- Teacher coaching provided by APSRC
- In-house teacher coaching
- Implementation of coaching cycles based on PGP for 2026-2027



FINANCIAL RECOMMENDATIONS



1. Develop a Financial Stabilization Plan to increase fund balances and liquidity, targeting at least 30 days cash on hand within 12 months.
 3. Monitor spending and revenue alignment monthly to prevent negative ending balances and support long-term sustainability.
- Cash Flows 2024-2025 (Appendix 3)
 - Cash Flows 2025-2026 (Appendix 4)
 - Performance Data (Appendix 5)
 - Legal Memo from Attorney Paul Parnell (Appendix 6)
 - Flow of Funds (Appendix 7)



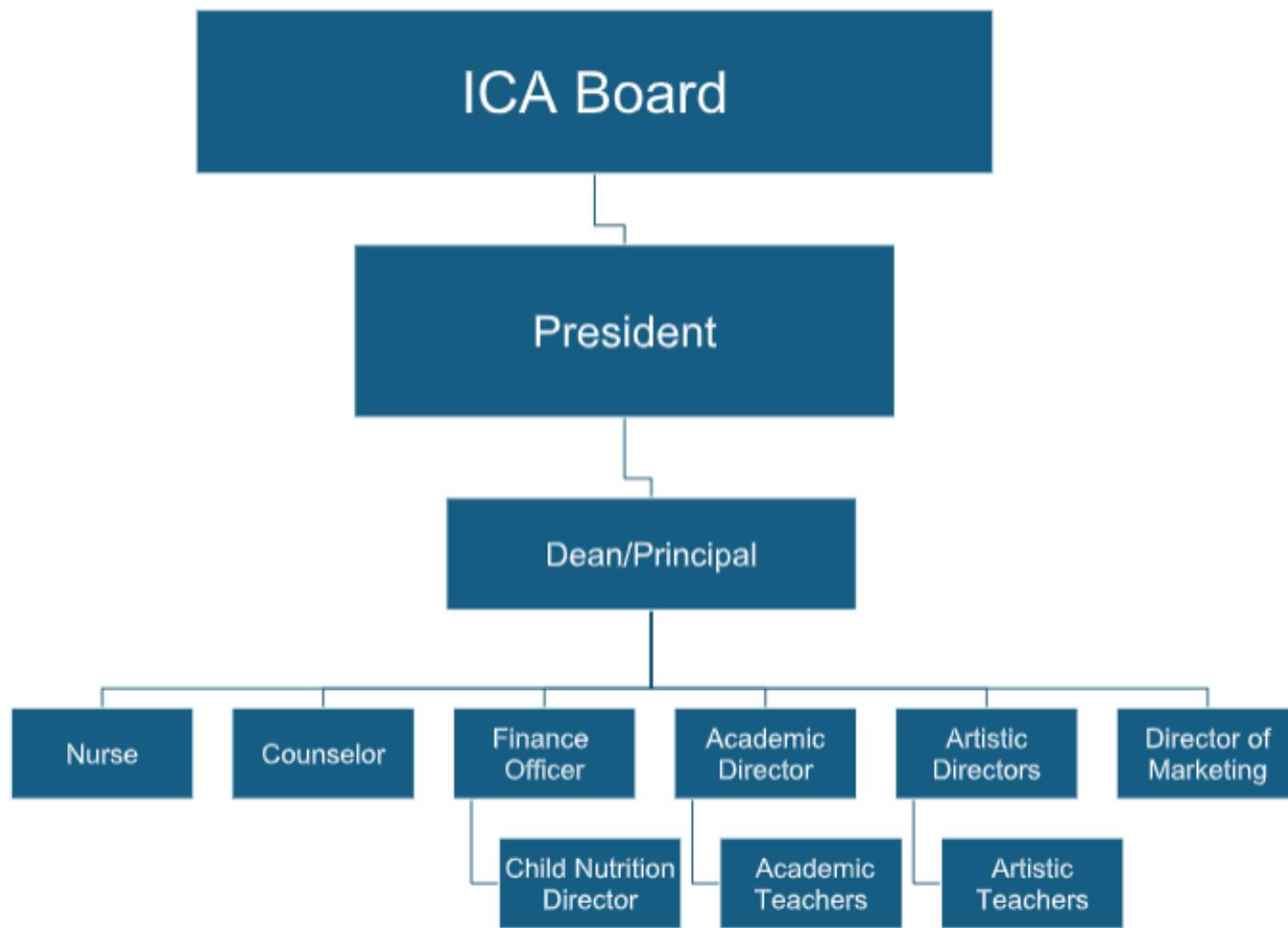
FINANCIAL RECOMMENDATIONS



2. Improve financial transparency by posting complete, up-to-date written board minutes documenting fiscal decisions and budget adoption.

- Agendas (Appendix 8)
- Minutes (Appendix 8)
- Budgets (Appendix 9)
- Salary Schedules (Appendix 10)





ICA – Board of Directors

Dr. David Tyson, Chair

College Music Professor at UAFS
20 Years of Teaching Experience

Norma Rowland, Secretary

Retired Public School Teacher
37 Years of Teaching Experience

Amanda Strange, Treasurer

18 Years of accounting with BKD as a Certified Public Accountant
Auditor for the City of Fort Smith

Wayne King

Businessman with 55 Years in Real Estate
Founding Board Member of CSA, Sponsoring Entity for ICA

Chad Hull

Retired Public School Teacher/Superintendent
28 Years in Public School



FINANCIAL RECOMMENDATIONS



4. Implement multiyear financial forecasting to ensure the school can support enrollment growth and future facilities or staffing needs.

- **Enrollment Growth**

Enrollment Data	24-25	25-26	26-27	27-28	28-29	29-30
Number enrolled	43	95	150	200	250	300
Percent Increase	x	120%	58%	37%	25%	20%

Key Factors to Enrollment Growth

1. Transportation
2. Complete Construction of Facility
3. Increase Number of Teachers to Further Develop Programs (3-4 per year)



FINANCIAL RECOMMENDATIONS



- FINANCIAL FORECASTING

PROJECTED REVENUE	2026	2027	2028	2029
	\$1,551,500	\$2,355,750	\$2,781,228	\$3,285,9090

Fundraising

1. Targeted Donors
2. Grants
3. Signature Fundraising Event
4. Deferral of Lease with CSA
5. CSA to Assist Financially
6. Erate Funds



FINANCIAL RECOMMENDATIONS



FISCAL MANAGEMENT & OVERSIGHT

- o Regular Monthly Board Meetings
- o Financials Reviewed Monthly at ICA Board Meetings
- o President of ICA Reviews all Financials and Manages Funds
- o Board Treasurer Reviews all Financials
- o Outside CPA Oversees and Prepares Monthly Financials
- o Oversight by the Boards of CSA/CCA/NMTC Funders
- o Cash Flows Presented Regularly at Board Meetings
- o Initial audit to be prepared by state auditor (ICA Awaiting this)



OPERATIONAL RECOMMENDATIONS



1. Revise the staff recruitment and retention plan to include hiring goals, retention benchmarks, recruitment strategies, and professional support systems.

HIRING GOALS

- Job postings on ICA website, School Spring, Higheredjobs.com, and Indeed
- ICA Search Committee
- Review of resumes to narrow list to finalists
- Zoom with finalists
- On-site interviews with finalists that include meetings with:
 - President
 - Dean
 - Board Members
 - Teachers
 - Students
 - Staff
 - Budget Manager



OPERATIONAL RECOMMENDATIONS



RETENTION BENCHMARKS

- **GOAL:** 90% Retention
- **24-25 Year:** 85% Retention

RECRUITMENT/RETENTION STRATEGIES

- Competitive Salary & Benefits
- Mentoring Program
- Monthly Faculty Meetings with President/Dean
- Teacher Participation on Committees
- 100% Teacher engagement in student events
- Active PTO
- One-on-One meetings with the President: Open-door policy
- Collaborative work environment



OPERATIONAL RECOMMENDATIONS



PROFESSIONAL SUPPORT SYSTEMS

- Actively use APSRC and Guy Fenter COOP for Professional Development
- Documented on-site professional development twice yearly
- Specialized PD based upon needs of instructors
- Yearly survey to determine PD needs
- Tracking of Teacher Licensure Renewals



OPERATIONAL RECOMMENDATIONS



2. Improve Public Access to Governance information, including Agendas, Minutes, and Financial Reports.

- Completed under Finance

3. Enhance the School Improvement Plan with Timelines, Success Indicators, Responsible Personnel, and Documented Monitoring Processes.

- School Improvement Plan (Appendix 11)



OPERATIONAL RECOMMENDATIONS



4. Address Standard 4-D.1 compliance by ensuring all classroom teachers hold the required credentials and that hiring process reflect state law.

All Teacher Licensures are Current (AEIS Public Site)

Total Years of Teaching Experience: 2025-2026 School Year

Rosilee Russell, President - 40

Michael Johnson, Dean – 14

Matthew Forester, English LA – 27

Kelly Lucero, Mathematics – 26

Brandon Suttles, Science – 13

Justin Blanton, Social Studies – 10

Nick Perry, Dance – 5

Joshua Rodriguez, Instrumental – 4

Stacey Bean, Theatre – 4

Rae Tedeton, Art – 3

Adonis Wilson, Vocal – 2

Raymundo Lara, Art – 1



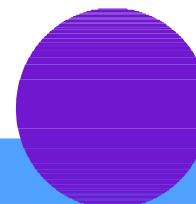
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4. Implement multiyear financial forecasting to ensure the school can support enrollment growth and future facilities or staffing needs.

OPERATIONAL RECOMMENDATIONS



1. Revise the staff recruitment and retention plan to include hiring goals, retention benchmarks, recruitment strategies, and professional support systems.



2. Improve Public Access to Governance information, including Agendas, Minutes, and Financial Reports.



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RECOMMENDATIONS - COMPLIANCE

**11 OF 12 RECOMMENDATIONS COMPLETED!
92% SUCCESS RATE**



ICA REQUEST

We respectfully request that the Charter Authorizing Panel not place ICA on Probation, but rather monitor the school for continued progress. ICA is already actively meeting and has, in fact, completed many of the recommendations given by the CAP.

Reasons for our Request:

- Negative Impact on Enrollment
- Parent Perception
- Fundraising
- Recruitment & Retention
- Overall School Climate

