

**Independence Charter School  
Board of Trustees Meeting Minutes  
March 12, 2008 7:00 pm**

**Board Members Present:** Anyabwile Banko'le, Becky Baehr, Ryan Boyer, Eric Cramer, Joana Davis-Diaz, Nicole Perkins Kilcullen, Rosina Miller, Lisa Nelson-Haynes, Pam Prell

**Board Members Absent:** Sean Hennessy

**Others Present:** Jerry Santilli, Santilli and Thomson; Jurate Krokys, Principal/CEO, Ramzy Andrawos, Director of Operations, Megan Steelman, Administrative Assistant; Matthew Drexler, Development Associate; Robin Kohles, Owner's Rep; Michael Farrell & Andrea Yanez, teachers; Andrew Dunakin, Stephanie Kindt, Conswelina McCourt, Fran Melmed, Cristina Vea & Cameron Voss, parents.

**I. Call to Order**

**President Becky Baehr** called the meeting to order at 7:10pm.

**II. Approval of Minutes**

**Becky** asked if there were any changes to be made to the February Board minutes. The minutes were approved with one change: under approval of minutes, it should have stated that the January minutes (not the December minutes) were approved.

**III. CEO Report**

**Jurate** reported that once again ICS students got several top honors at today's National History Day event at the National Constitution Center. The grant from Target was instrumental in supporting several of the projects, because it paid for some filming equipment. Teachers Alec Greenwald and Chris White worked with the students above and beyond the normal school day and Tr. Dave Peterson gave lots of technical support. ICS's first National History Day Night, held on Monday, was well attended and was a great way for students to get prepared for Wednesday's event. Of the three ICS student groups that participated in the regional Odyssey of the Mind competition on March 1<sup>st</sup>, two groups won first place and one came in second. The first place groups will compete in the state competition in Altoona in April. And, the two top winners of the ICS Spelling Bee competed in the city-wide Bee last Saturday. The processes involved in all three of these events are invaluable experiences for all the students involved; the prizes are nice, but the process is worth it, not matter the prize.

Yesterday ICS hosted six Islamic educators from Malaysia, who were guests of the International Visitors Council. We started teacher interviews early this year and already have many great candidates for both programs. The HR committee met via phone this week to talk about what we can do to encourage more candidates for our Principal search. It was determined that we may have been too specific in our requirements in that the person needs to be fluent in Spanish, as well as have several years of teaching and

principal or vice principal experience. We are editing the job requirements and are also considering the possibility of using a recruiting agency. Jerry suggested that ICS sign up with REAP.

Jurate reported that she attended two meetings in Harrisburg recently, one was a PDE-sponsored charter school meeting, the other was the PDE International Advisory Committee. Jurate stated that ICS regularly practices safety procedures and noted that any time an event of concern occurs, the staff needs to re-process our procedures. She stated that two recent events, which ended up not being serious threats against the school, were handled according to ICS procedures. Jurate stated that the local police were very helpful in both cases.

#### **IV. PTA Report**

**Cristina** reported that the March Family Night PTA meeting was a great success; everyone enjoyed seeing the work done by the students in Odyssey of the Mind. The Corbi fundraiser netted \$5,000 which has been designated towards the playground at the new school building. There was increased participation in the Corbi fundraiser this year, which seemed to show support for the designated focus. This year's Silent Auction will be on May 3<sup>rd</sup> and will be held at ICS; there will be a \$5 per person charge and each family attending will receive one dress-down day ticket. Cristina asked the Board to consider donating a basket to the auction. PTA officer elections are coming up. The PTA approved the purchase of several hundred pedometers which students will use as part of the Presidential Fitness Challenge; there will be a kick-off event on March 28<sup>th</sup> for Middle School students, which will feature an Olympic rower.

#### **V. Teachers' Report**

The Board expressed their condolences regarding the recent death of Tr. Amy Leigh's father. **Andrea** gave the Teachers' report, noting that Spring Break is now upon us with report card conference day being tomorrow and Friday being a professional development day. She reported that PSSA and Terra Nova testing will be coming up soon. Andrea noted that she and Amy have been meeting with Jurate every other week to discuss teacher concerns. Recently questions about benefits have come up and as a result there will be a presentation about how our benefits have changed over the years, as well as how they compare with the School District's benefits. Andrea also stated that teachers would like clarity as to whether or not Spanish fluency is going to be required of the new principal and that the teachers are anxious to find out what the moving date will be.

Becky stated that this is a good time to raise benefits concerns, since this is the time of year that the Board starts making decisions for next year. Nicole thanked the teachers for all the feedback regarding the sick time policy.

#### **VI. Construction Update**

**Robin** reported that she is happy to show people around the new building. Cabling, plumbing and other services are being installed. Robin was just

notified about a delay with the outside metal studs; she will be getting more information about that. September 1<sup>st</sup> is still the anticipated completion date. The various committees are still at work; the library committee is planning to meet with teachers and the Curriculum Committee. Becky asked Robin to select a date to offer a tour for Board members; Robin suggested that April 10<sup>th</sup> is already scheduled as a hard hat tour, so that would be a good date. Ryan asked whether we will have the certificate of occupancy on September 1<sup>st</sup>. Robin stated that she believes that will be the case, but will check the contract to confirm that information. Becky asked Jurate to discuss possible scenarios for the move. Jurate stated that the earliest school will start is September 15<sup>th</sup>; that is based on the completion date being September 1<sup>st</sup> and our needing at least two weeks to get everything in place for the start of school. Since charter schools are required to complete 990 hours, as opposed to 180 days, there is some flexibility as to the school day being able to be lengthened if necessary to complete required hours. If we were to start on September 22<sup>nd</sup>, in order to end during the third week of June, we would trim days from Spring Break and some holidays. In the worst case scenario, we would start on September 29<sup>th</sup> and go through the end of June. We have posted an update on the website and will be distributing a letter to parents at report card conferences regarding potential start dates, as well as an update on our after school program. Becky asked whether we'll have the full 2008-2009 calendar by the end of April; Jurate stated that we'll have a draft by then, but that we usually wait until the School District adopts theirs, which usually doesn't happen until May, in order to align ours with theirs as much as possible. Becky asked Robin whether the bonus money could be used for things like the library if the contractor doesn't earn the early completion bonus. Robin stated that's a possibility; however, if construction gets behind, some or all of that money may be needed to pay overtime to get the project back on schedule. Robin added that there are financial penalties to the construction company if construction completion is late.

## **VII. Committee Reports**

### **A. Finance**

**Rosina** asked Jerry to review the January financial statement and disbursements. Jerry stated that variances in lines 20 and 23 are timing issues and line 29 is due to the part-time art teacher position. Rosina moved the resolution regarding January disbursements; Nicole seconded. The motion passed unanimously. Rosina stated that at the March Finance meeting Jerry brought up some financial implications of the proposed new school meal program. Rosina asked Conswelia McCourt to give an update on the proposed new program. Conswelia distributed survey results, including comments, and a draft RFP. She stated there were 200 surveys completed by parents, 15 by staff and over 100 written comments given. She emphasized that having as many families as possible complete meal applications is said to be key in a successful program. 89% of the surveys indicated support for the breakfast program and 95% supported the lunch proposal. One thing that has been added to the proposal as a result of the parent survey is that a hot option one day per week. Although the food

service provider will handle most aspects of the program, ICS feels it needs at least a part-time person to oversee the paperwork. The type of over set up we have will determine the menu possibilities unless we install a special hood. In the RFP, we will be asking for a specific point of sale system, so that students won't need to carry cash, as well as a specific financing for equipment. Conswelia stated that the committee would like at least one Board member to be part of the review committee. Jerry explained that costs for the part-time person, equipment and other items related to the meal program will be in a separate fund in the budget; he emphasized that the more people who get lunch, the more likely it is that we won't have to spend money on the program. He reiterated that any profit from the meal program would go back into the meal program fund. He also stated that we cannot include cafeteria aides in that part of the budget. He explained that the point of sale system we are requesting is one by which students would have a swipe card; therefore, it would not be known to students who gets free meals, reduced meals and who pays full price. He stated there will be a lot of work up front to get things set up (figuring out how parents will pay, etc). He added that when the final proposal comes to the Board it will include a budget. Robin explained that there is a special hood required in order to offer any food that produces grease. It costs about \$50,000 which includes installation. Rosina stated that this item is not included in the construction budget; if it is approved, it would be taken from the reserve account. Ryan moved the motion regarding the hood; Rosina seconded. Discussion ensued and it was determined that the Board needed to hear more about the proposed budget for next year before taking a vote; the motion was tabled by Ryan.

Rosina clarified that there is not a budget resolution being proposed tonight; however, she had asked Jerry to prepare a preliminary budget for discussion tonight, so that concerns and questions can be raised before the final draft will be proposed next month. Jerry reviewed the assumptions page, including a conservative estimate of a 3% student subsidy increase. Jerry stated we won't have a firm medical renewal amount until early June; the budget also includes some placeholders for things like administrative software. Becky asked whether the Lenfest grant would be used for the administrative software; Jerry said that is a possibility. Rosina explained that if the stove hood is approved, it would be taken from the \$522,938 available. Jurate explained that the budget figures include reducing classroom assistants in Middle School and that instead of a Math/Science Coach position, that person will teach 5<sup>th</sup> grade Spanish Enhanced Math and will also be the Math/Science Coach. Pam noted that more than \$15,000 may be needed for curriculum writing and asked if an increase in the state budget would help schools for next year. Jerry said that the 2008-2009 subsidy is based on this year's state budget. Pam moved the motion about the hood; Lisa seconded. Pam thanked Conswelia and her committee for getting all this specific information together. Rosina stated that she knows that spending about 10% of the surplus feels like a lot. Eric cautioned that he hopes we don't just plan on having foods like pizza and hamburgers, but that we will have healthier foods. Nicole stated that the more families who participate, the more

money is generated and that will lead to healthier options. She asked what happens if we do not get the required number of participants. Conswelia stated that even with a lower participation, the quality of the food is still going to be a lot better. Eric stated that his fear is that if the motivation for raising the participation rate is to earn more money, than we could end up selling unhealthy food to raise the rate. Conswelia stated that safeguards have been included to prevent that from happening. The motion passed unanimously.

## **B. Development**

**Fran** asked whether anyone has any questions about the Development Committee report; there were no questions. Fran explained that the groundwork is being laid and that we need to establish the Worlds of Opportunity fundraising board. The Development Committee hopes to provide a framework by next month, but will need the help of Board members to work on the subcommittee to recruit potential members. Rosina volunteered. Pam asked whether Fairmount Ventures will be helping us to contact potential members. Lisa and Fran stated Fairmount will give us ideas about the types of people to contact, but we need to do the contacting. Rosina recommended that we get used to saying, “Worlds” as opposed to “WOOF.” Fran stated that Stephanie’s subcommittee is working on a hard hat VIP walk through and she will be sending out dates soon. Fran also stated that the PTA will be having a special guest speaker at the April meeting, who will be talking about public funding to help parents understand why public schools need to ask for money. Fran explained that she and Matt revised the revenue sheet and it deviates a bit from the sheet developed with Fairmount. At ICS about 17% of parents donate money; others donate by selling things like Corbi products. The Spring appeal letter will be much shorter than the year-end letter and will encourage a 100% participation rate by everyone giving a small amount toward the playground. Eric stated that people love to see their names on plaques, etc. Fran stated that Stephanie’s group is working on brick pavers and other naming opportunities. Stephanie encouraged people to e-mail additional suggestions to her.

Fran asked Jurate to walk everyone through the case statement. Jurate explained that a case statement is a foundation statement that talks about what sets you apart from others. The reason for putting together a case statement is so that everyone will be using uniform language when talking about our school to potential funders and others. Fran circulated the case statement to Board members. The main thrusts of our case statement are that ICS is urban education that works. We want to enhance what have, refine what we’re doing and share our model with others. For example, we’d like to offer the Outward Bound experience for all 8<sup>th</sup> graders, would like to send our teachers to national conferences and would like to be a teacher preparation institute. Fran explained that the case statement will be our manual. Pam stated that this is one of the first documents we have from an outside source and it sets us within a larger context. Anyabwile stated that it seems to cover all the bases and his only critique would be that it puts too much emphasis on what the Philadelphia School District

doesn't have. Fran reminded everyone that this document is just for us, not for publication. Becky asked whether the strategic plan should be mentioned. Jurate stated this is purely for fundraising and development. Something like the strategic plan is more internal. Lisa added that information about the strategic plan may be requested in some grants. Nicole stated that she feels overall the document is very well done. Her concern is to make sure that we don't get into funding situations that aren't in our strategic plan. Jurate stated that only goals are listed in the case statement. Becky thanked all who worked on putting together the case statement. Becky also announced that tonight all Board members are being given a personal statement about where they stand with this year's give-get requirement. She reminded everyone that a resolution about this was passed last year; she added that she knows this was not a requirement when the current Board was elected, but that all boards need to give. Rosina added that some foundations won't consider you unless you have 100% board participation. Fran clarified that the money doesn't have to come from Board members' wallets, but can be raised through other people.

### **C. Curriculum**

**Pam** reported that there are three items the Curriculum Committee wants the Board to be aware of; however, she stated that she feels only the Middle School Task Force recommendations need to be adopted officially by the Board. The committee is recommending that we once again change the gifted support program. Pam stated that program has been changed every year without a resolution. A second item is the use of the Responsive Classroom model. Becky asked whether staff might respond better if this was endorsed by the Board. Pam stated that the teachers at the Curriculum Committee meetings felt like it needed a resolution, but that Pam feels that a gradual and voluntary transition might be better than a mandated one. However, she clarified that we do want buy in from the whole teacher community. Jurate stated that this seems to be a lot like lesson plans and that we will need to tweak it to fit our school. Pam stated that the creators of the program seem to want feedback from urban schools. Nicole stated that you can have Board approval, but have staff implement it. She added that the Board does need to be involved with budget and curriculum and that she, therefore, feels there should be a resolution for the gifted support change and the Responsive Classroom model. Pam stated that these are framework and approaches, not curriculum and that she feels it would mean more coming from the CEO. Pam introduced parent Andrew Dunakin, who is a high school teacher and was a core member of the Middle School Task Force; she added that parent Donna Sharer, who had collected so much data and researched couldn't be at the meeting tonight. Pam apologized that the Task Force did not set out by asking about budget, staff and parent implications. She clarified that this plan has not gone through Jerry yet. Becky voiced concern about passing this before it goes through Jerry, because if we adopt it we have a mandate to follow through. Pam stated she feels it sets our goals for future budgets. Rosina stated that there doesn't seem to be anything in the plan with alarming numbers and a lot of this is just

specifying what we want. Lisa added that this seems to provide a real framework, which is vital. **Becky suggested a friendly amendment to make it clear that these are goals.** Rosina withdrew the amended resolution. Pam moved another amended resolution (NOTE the major change); Rosina seconded. This motion passed unanimously.

#### **D. Policy**

**Nicole** reported that the last scheduled meeting was not held. At the next meeting the committee will be discussing changes in the sick leave policy.

#### **E. Human Resources**

**Sean** was not able to attend the meeting; **Becky** stated that the update on the principal search was given under the CEO report.

#### **F. Community Relations**

**Joana** reported that the committee will submit a resolution next month regarding the committee's mission. She also announced that some members from Tenth Presbyterian Church will be coming to the April Board meeting; Tenth Presbyterian Church is close to the new building and we will be using space there for the meal program RFP meetings. The committee has also invited Pedro Rodriguez to the next Board meeting; Joana will circulate his resume. Joana encouraged Board members to send potential Board nominees to her. She also noted that elections for a Parent Board seat will be coming up soon and that the committee will be working on a parent survey. Becky noted that Sean will be resigning from the Board in June and that there are several other seats that come up in June, so Board members whose terms are coming up need to be deciding whether or not they want to be re-nominated and we need new candidates.

#### **G. Executive**

No report.

### **VIII. Public Comment Period**

Cameron Voss thanked the Board for talking about the possible start dates for school and the after school options. Jurate clarified that if we have WINGS for one more year, we will most likely only be able to get a provisional license which would mean we could not accept the child care subsidy.

### **VIII. Old Business**

#### **A. Financial Interest Forms**

To date only the members of the Executive Committee have submitted their Financial Interest forms. Becky reminded all Board members that this is a requirement of being a Board member and encouraged everyone to submit their form as soon as possible.

### **IX. New Business**

There was no new business.

### **X. Adjournment**

**Anyabwile** moved for adjournment; Rosina seconded. The meeting was adjourned at 10:02 p.m.

Handouts circulated at this meeting:

Agenda

Minutes from the February 2008 meeting

CEO report

Finance Committee minutes

January Financials

Budget Assumptions for 2009

Construction Report & Financial Summary

Curriculum Committee minutes

Development Committee Report & Revenue Report

Human Resources Committee minutes

Community Relations Committee report

# Independence Charter School

March 12, 2008

## Resolutions

### ADOPTED

#### January Disbursements

Be it resolved that the Independence Charter School Board of Trustees hereby approves disbursements from January 2008 in the amount of \$484,108.65 as presented to the Board.

#### Exhaust Hood

Be it resolved that the ICS Board of Trustees approve the purchase of an exhaust hood for the kitchen of the new school building and approve the installation work necessary, to be paid out of ICS's fund balance, for a total not to exceed \$50,000.

#### Middle School Proposal

Be it resolved that the Independence Charter School Board of Trustees adopt the attached Middle School Task Force proposal as a model for growth over the next three years. Implementation will be supervised by staff and the Curriculum Committee. A more specific timeline for the 2008 - 2009 and 2009-2010 school years will be determined by the staff.

### March – September 2008

#### 1. Affiliate with

a) National Middle School Association - <http://www.nmsa.org/>  
\$219/year

- Four 1-year subscriptions to *Middle School Journal*, *Middle Ground*, *Classroom Connections*, and *Middle E-Connections*
- Member Access to NMSA resources online for all staff
- Discounts on conferences, workshops, and publications for all staff
- Four votes per building to nominate and vote in NMSA elections

**2. Provide funding for summer planning time** for teachers and possibly a consultant and/or professional development, if available, in **integrated curriculum development.**

a) By using the current curricula for math, science, social studies, language arts (English and Spanish), computer science, and art, develop themes for each grade, the staff will need to consider either new or revised curricula in health/wellness **and** social/emotional growth to incorporate. (See #3 for social/emotional growth) The theme may be broad (e.g. "rights" in 5<sup>th</sup> grade). Including authentic opportunities for "student voice" assessments should be incorporated as part of social/emotional growth and all content areas. The time frame (year, semester, 6 week, etc.) for the theme(s) will be determined by the teachers.

b) The BOT will provide funding for resources/materials (Some parents expressed concern about lack of textbooks, especially in math and science, for students to take home.)

Before the process begins, the staff will clarify (1) what is already being done (2) what will be changed, and (3) a clear timeline for implementation in the 2008-9 school year. Members of the Middle School Task Force will be available to assist.

**c) As part of integrated curriculum development:**

1) teachers should select and agree upon a set of academic strategies (“**signature instructional practices**”) to incorporate within their lesson planning. For example, all teachers will utilize a uniform method for note taking, teaching summarization, etc.

2) teachers should **standardize grading policies**. For example, homework will represent \_\_\_\_\_% of the grade, etc. This will need to be developed during teacher professional development and incorporated in observation forms and during new staff interviews.

Staff will develop a system to coordinate assignments to avoid assigning tests and major projects for the same date. Staff will also develop a system to communicate with each other, students and parents/guardians regarding assignments.

3) teachers should develop **short term, authentic real world assessments** to build on current project based learning including Science Fair, Young Playwrights, and History Day. The incorporation of authentic assessments will probably be incremental and change over time. 2008-2009 will be a pilot year; each subsequent year should expand on the inclusion of authentic assessments.

Simultaneously, we recognize the need for assignments and assessments which prepare students for standardized testing.

It is important that all students have a **portfolio** of exemplary work for the high school application process and to show case their academic development from 5<sup>th</sup> – 8<sup>th</sup> grade. The portfolio should allow for student input on selection of pieces and build on current assessments (e.g. essays, projects, art work, etc.) Ideally, students will have an electronic portfolio.

4) **all** content area curricula should incorporate technology, research skills and personal, creative and academic writing and public speaking. These skills should be incorporated with pedagogical methods related to and relevant to the content area discipline.

5) staff need to be cognizant of maintaining **ICS’s mission** (multilingualism, multiculturalism, global education, and utilization of Philadelphia resources/institutions).

Assuming highly qualified teachers are available, Middle School **Immersion** students will receive language arts and social studies in Spanish. We encourage the staff to also develop activities which enhance the school’s multicultural and multilingual culture with “Spanish Day,” or a “Spanish only zone” (e.g. all students speak in Spanish throughout

the day and/or area of the school / play yard where all conversations, including casual conversations, are in Spanish.)

Beginning in sixth grade, students will also have one period per week of introduction to an additional language/culture. The focus of the weekly class will not be language proficiency, but exposure to a variety of languages (e.g. Japanese, Arabic) and cultures.

6) teachers should maintain academic rigor while considering individual students' skills levels with the goal of preparing all students for selective high schools and varied academic and extra curricular opportunities.

3. BOT must prioritize hiring **highly qualified, certified teachers**, ideally with experience, and incentives for staff stability.

**Maintain low teacher-student ratio** (e.g. don't increase class size at middle level). Provide incentives for strong teachers to stay with ICS. Consider hiring either more experienced teacher assistants full time and/or replace teacher assistants with a teacher.

4. Provide funding to send *at least two or more* staff and the middle school dean to **Development Design** - [http://www.originsonline.org/dd\\_index.php](http://www.originsonline.org/dd_index.php) - professional development before July 2008. All staff will need on-sight professional development (one day or longer) in Development Design either at the end of the school year or during the summer. Together, with a Development Design trainer, staff should learn school wide strategies.

Development Design provides a model of progressive, student centered social/emotional growth with "promising practices" such as cooperative learning, problem solving, etc. Based on our research, a behaviorists (merit/demerit, gold tickets) approach is ineffective and contrary to the academic and social "best/promising practices" models.

The Middle School Task Force, in conjunction with the Curriculum Committee, will be in contact with Wissahickon Charter School and other schools which incorporate Development Design for advice on how they blend Development Design with their Code of Conduct/Policy.

5. Before purchasing **grading/report card software**, ensure that any software includes on-line access to grades/assessments for parents/guardians. Ideally, the software should enable teachers to enter grades which are computed and transferred to report cards. This is one way to provide more opportunities for families to become aware of transition and expectations at the middle school level and increase transparency in grading/assessment.

6. In the spring of 2008, develop **required summer assignments** including a summer required reading(s) and writing assignment.

7. Institute an annual "move up night" for 5<sup>th</sup> to 6<sup>th</sup> grade beginning in June 2008.

8. Continue research on Middle School accreditation.

## Fall 2008 – Summer 2009

1. Create **advisory teams** (one teacher and group of students) to provide a support network for students.
2. Support the formation of a committee to investigate **service learning** models/opportunities for students. This would eventually be part of each student's portfolio.

Provide funding for teachers to explore ICS' new neighborhood and resources to integrate additional curricular and extracurricular opportunities.

3. Provide time throughout the year for **collaborative teacher reflection** for teachers to "reflect on teaching or to confer with colleagues... to promot(e) more meaningful and effective instruction by asking four essential questions: (1) what are we doing; (2) why are we doing it; (3) is it working, and (4) how do we know." (Adaptive Education for Out Emergent Global Era," Chris Harth, Nov. 2007, [www.globalstudiesfoundation.org/ShowContents.cfm?CategoryID=68](http://www.globalstudiesfoundation.org/ShowContents.cfm?CategoryID=68))
4. Survey students regarding **extracurricular** interests which are realistic within ICS's budget (e.g. pay staff to lead extracurricular activities), time and space. Focus on extra curricular activities which are **inclusive and less competitive** (e.g. sports teams and chess club based on interest versus individual skill) and include the arts (e.g. instrumental and choral music).

Find charter school partners to expand extracurricular options and share resources (e.g. cost of instrumental music teacher/band director). Pay a staff member to coordinate extracurricular program.

Provide opportunities for meaningful community service based on student interest. Possibly work with high school students.

Encourage parent/guardian volunteers to support extracurricular activities.

5. In conjunction with the Curriculum Committee, staff will have opportunities for discussion with other charter schools with similar philosophies and/or missions (e.g. Wissahickon Charter, FACTS Charter, Byers Charter, etc.) This is particularly important for implementation of social/emotional/behavioral components.
6. Continue research on Middle School Accreditation.

## Summer 2009 – Spring 2010

- 1) Hire a full time counselor to, in addition to current duties, build on-going relationships with area School District of Philadelphia, Philadelphia charter and private high schools to provide ICS students with as many selective secondary opportunities as possible.
- 2) Consider affiliation with the Coalition for Essential School (<http://www.essentialschools.org/>)

3) Provide funding for teachers, if necessary, to revisit and revise curricular components and expand on service learning, portfolio development, social emotion components, and integration of themes, technology, research and ICS's mission (multilingualism, multiculturalism, global education, utilization of Philadelphia resources/institutions).

**Resolutions  
DEFEATED**

None

**Resolutions  
TABLED**

None