

**Independence Charter School  
Board of Trustees Meeting  
October 11, 2006, 7:00 pm**

**Board Members Present:** Becky Baehr, Anyabwile Banko'le, Ryan Boyer, Michelle Campbell, Susan Gobreski, Sean Hennessy, Rosina Miller, Laval Miller-Wilson, Lisa Nelson-Haynes, Nicole Perkins Kilcullen, Pam Prell

**Board Members Absent:** Eric Cramer, Joana Davis-Diaz,

**Others Present:** Sean Gallagher, Vice Principal; Jurate Krokys, Principal/CEO; Jerry Santilli, Santilli and Thomson; Ramzy Andrawos, Operations Manager; Megan Steelman, Administrative Assistant; Amy Leigh, teachers; Robin Kohles, Caren Selzer-Devine, Marcie Lichtman-Lentz, Karl Olsen, Cristina Vea, David Webber, parents; Joel Bradshaw, strategic planning consultant

**I. Call to Order**

**President Rosina Miller** called the meeting to order at 7:10 pm.

**II. Approval of Minutes**

The minutes from the September 13<sup>th</sup> Board meeting were circulated. Nicole noted that a few changes were made to the draft minutes that had been circulated via e-mail: clarification was made regarding the issue of charter schools that fail audits. Of the total number of charter schools who do not pass audits, 90% if those fail due to financial issues, not academics. An additional resolution from last month's Executive Session, in regard to Jurate's contract, was also added. Sean motioned to accept the minutes as circulated tonight; Anyabwile seconded. The minutes were approved

The minutes from the September 27<sup>th</sup> Special Board meeting were also circulated. Nicole moved to accept them as written; Anyabwile seconded. The minutes were approved.

**III. Public Comment Period**

**Rosina** opened the floor to public comment. Parent Karl Olsen thanked the Board for inviting him to participate in one of the upcoming parent focus groups that are part of the strategic planning process.

**IV. CEO Report**

**Jurate** highlighted several items. She will be attending a regional charter school meeting tomorrow night, where one topic will be school facility financing; Board members are welcome to attend. TerraNova testing for grades 3-8 will begin next week; students will be taking the test from last year's grade (i.e., 6<sup>th</sup> graders will be taking the 5<sup>th</sup> grade test). The office on the fifth floor that had been flooded is almost fully repaired. Today was the first early dismissal of the school year and it went well; the teachers had productive CSAP and grade-level meetings. Monday's professional development day was very busy and well received. The YET literacy program has started last week; attendance and interest are high. The Lenfest Foundation sent a representative to ICS last week; he toured the building and asked lots of questions. The Lenfest board meets in November; we will be notified after that meeting regarding their decision

whether or not to fund our technology request. The tentative date for the calendar event is Monday, November 27<sup>th</sup>. As soon as that is confirmed, invitations will go out. Parent Beth Jacquot has agreed to coordinate the event. Becky suggested adding ICS calendar information this year; Lisa noted that she thinks that may be limiting. Rosina suggested a compromise of a page that lists specific ICS calendar information. The Center City School Fair is this coming Saturday at the PA Convention Center from 12-3. Jurate also noted that ICS might be part of the 2007 "One Book, One City" program. Although the books titles cannot be disclosed yet, she reported that they mesh with ICS's mission. The plan would be to have a student book club to discuss the children's book and, hopefully, an adult book club to discuss the adult book. If ICS is part of the program, we will receive several free copies of the books and will be mentioned in promotional materials.

Michelle asked what ICS is doing to assist families with high school applications. Sean Gallagher directed everyone to the handout regarding this that was circulated in tonight's packet. He explained that in addition to having many high school representatives come to speak to the eighth graders during lunchtime and planning a trip to the School District's annual high school fair at the end of October, he and Counselor Kristen Denahan are meeting individually with each eighth grader and their parents to discuss high school plans. Lisa suggested trying to add the new Academy at Palumbo to the list of visiting schools, since it is located so near many ICS families. Becky asked what the teacher's reactions were to the homework guidelines. Jurate stated that at the professional development day it was more of an explanation and that the teachers would probably like to sit down with some Board members to discuss homework. Pam and Rosina suggested that we might want to ask the PTA to sponsor a parent/teacher homework forum. Pam suggested that since there are many recent books about homework, we may want to consider making it a type of book club. Cristina Vea agreed to take the suggestion back to the PTA.

## **V. PTA Report**

Cristina reported that the PTA agreed to several funding requests including: up to \$1,000 for the yoga program, clay workshops, Outward Bound fees (\$35 each) for eleven eighth graders, \$150 for supplemental sixth and seventh grade social studies books, and, if we are able to ensure it can come to a new site with us, funds for noise control barriers for the dance/movement room. Cristina noted that the funding request for parent Spanish classes was not approved and that parents are going to be surveyed to determine whether the funds may be better spent for student tutoring. Pam stated that in our renewal paperwork we talked about wanting to have more parent educational opportunities. Cristina stated we may want to consider creating a fund for families who really need it. Jurate stated that another concern is ensuring that a teacher will be paid a reasonable fee to teach the classes. Since the sizes of the adult classes fluctuate, that has been unpredictable. Cristina also noted that this year rather than giving each teacher a stipend to use as they wish, teachers will once again be asked to submit requests for specific needs as they arise.

Cristina reported that the Scholastic Book Fair raised 10% more this time than last and that the Cherrydale fundraiser will be finishing at the end of this week. She also said that Tr. Segun seems to be doing a good job of handling bus

concerns. Finally, she noted that several of this year's fundraisers will be designated for eighth grade activities. Nicole asked to what the PTA attributed the 10% increase in book fair sales. Becky suggested that having it at the three Back to School Nights might have helped.

## **VI. Teachers' Report**

Amy reported that Monday's professional development day, as well as today's CSAP and grade-level meetings went well. The kids in the YET reading program are off to a good start and are doing a lot of reading. Teachers extend thanks for the positive reactions to proposed report card changes and again have expressed thanks for the addition of the second staff bathroom on the second floor. The issue of recycling has been raised again, but she will remind staff that issue will be addressed in early November. Amy stated that tuition reimbursement issues are of concern to teachers, especially those not yet certified in Pennsylvania, who are also in the process of taking graduate courses. She reported that she hasn't received much of a response to her question as to whether teachers would like to meet with Board members regarding facility issues. However, of the few responses that have been received, it appears that a small, low-key late afternoon meeting would be welcomed. Rosina agreed to work with Amy on a date for that meeting. Amy reported that a group from ICS will be walking in the AIDS walk this coming Sunday. She also reminded Board members that one idea raised last year for the ICS calendar would be to add independence days of many countries.

## **VII. Committee Reports**

### **A. Finance**

Sean H. asked Jerry to review the September financial information. Jerry reminded the Board that the School District doesn't reconcile the student rosters until November, so there will be a retroactive payment after that. He also noted that he expects that the few variances that do exist will go away later in the fiscal year. He stated that the book budget was only a few thousand dollars over budget (as opposed to \$30,000 as was erroneously thought earlier this month, due to a clerical error), which was mainly due to price increases and freight costs. Jerry stated that it is a good practice to replace a few sets of books each year as needed, so that the costs are spread out over different school years. This was an unusual year for ICS due to buying a lot of brand new sets of books, such as for the middle school science program. Jerry also noted that due to a clerical error, there were two checks written to Santilli & Thomson during September; that has now been corrected. Susan asked for clarification as to how budget variances are being handled; she wants to make sure that we're not taking funds from one line item to pay for a different line item that has been overspent. Susan cautioned that her preference would be to just be mindful of spending less in other areas as to not overspend overall. Jerry replied that deficits do appear and that funds are not taken from other line items to make up the difference. Sean moved to approve the September disbursements; Laval seconded. Nicole and Susan asked for clarification regarding the differences in consulting and professional services; Jerry stated the terms are used somewhat interchangeably, but that he's been using the consulting line in relation to instructional costs. The disbursements were approved unanimously.

Sean moved proposed resolution #1 regarding lease reimbursement; Becky seconded. Jerry noted that this type of resolution needs to be passed annually; there was no further discussion. There were eleven (11) yes votes; the other two Board members were absent.

**B. Executive and C. Facility**

Rosina clarified that the Executive and Facility reports will be combined tonight. She introduced strategic planning consultant Joel Bradshaw and explained that he has been in Philadelphia for the last three days to start conducting individual interviews and focus groups as part of our strategic planning process. She reminded the Board that the planning retreat will be held on November 17<sup>th</sup> and 18<sup>th</sup>; the site is being determined.

Rosina also noted that in order to ensure that the Board continues to be able to focus on issues other than just the strategic planning process and facility issues, Michelle has offered to be in contact with all committee chairs to talk about what this year's main goals are for each committee. Joel was asked how long after the retreat it will be before the Board has a draft of the strategic plan. Joel stated that the pace is set by how soon the initial draft is revised and that he feels the Board should be able to vote on a strategic plan by the January meeting. Some Board members asked for more information regarding who are members of the planning committee and who, besides Board members, is being involved in the strategic planning process. Rosina named the planning committee members and reminded everyone that she had circulated the update from the planning committee to all the Board members.

Rosina reported that our attorney has sent a letter to the School District, requesting a closing date extension on the Durham site, since zoning will not be approved before the required date that would allow us to get a bridge loan. We have also requested to extend the due diligence period. Board members were reminded that October 25<sup>th</sup> will be the date of a Special Board meeting if the closing date extension is not approved by the School District. That meeting will not take place if the due diligence period and closing are extended and if no additional deposit money needs to be paid at that time. It was noted that even though Durham was a school, zoning approval is needed to due renovations that are required to bring the building up to current code and for the addition that is proposed. Anyabwile asked who will make the decision about whether our request is granted. Rosina stated that is not clear at this point.

Rosina reviewed the financing projections for Durham. She noted that although the numbers reviewed at September's Special meeting showed reduced numbers of classes in 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> grades, the projections still included teachers for more classes. Therefore, the budget projection is more positive than had been thought. Rosina clarified that new projections are based on raising the maximum number of students from

716 to 732 (the maximum under our charter). However, with that enrollment, it looks like we can afford a four-classroom addition, while collapsing to three of each grade for 6<sup>th</sup>-8<sup>th</sup> grades.

At last week's Executive Committee meeting, the committee started brainstorming about other possible models for ICS. Discussion eventually led to the question of our possibly considering one program, instead of two separate programs, for ICS. If we decided on that type of model, we could possibly have only three classes per grade in the future, possibly starting with next year's kindergarten class. Rosina noted that this model projects for 25 students per class. However, the overall enrollment would be much lower than 732, alleviating the space issue. Nicole noted that the total savings indicated that we would have less than 25 students per class. Rosina added that this type of plan would also accommodate the "bubble" that would exist until we moved to having only three classes per grade. Ryan asked exactly what this program would look like. Rosina responded that this is not something we would decide on tonight, but that the timing seems perfect for the strategic planning process. Lisa cautioned that might limit us at the planning retreat. Anyabwile asked for more clarification as to when this decision would need to be made. Rosina asked Jerry whether two months was the correct amount of time we would need to have bond financing in place. Jerry explained that bridge loans are based on bond approval and that the bond issuers want to be assured that the school has a clear plan before approving the bond. Rosina asked if it's true that we most likely will not need a bridge loan if the closing extension is granted. Nicole confirmed that is correct. Nicole added that since we can fit into Durham with our current plan, there doesn't seem to be a need to make this kind of decision right away. Jerry noted that we do not want to mislead the bond people. Nicole replied that she's concerned if we need to make critical programming decisions according to our bond issue. Jerry stated they can lower the bond rating after it is approved if conditions change. Becky stated that in her mind, the strategic planning process is all about this question, which we seem to have been dodging for a long time. Michelle stated that she agrees that this needs to be discussed now. Rosina stated that this is what the strategic plan should deal with and we can wait at least until February to decide. Lisa stated that she doesn't know what the strategic planning focus group sampling is like and doesn't feel comfortable adding in this issue suddenly; however, she agreed that this issue is always floating around. She cautioned that the planning process should not only address one issue. Anyabwile stated that his understanding was that the planning process was supposed to help us decide what we want to be. He agreed that the planning process should involve more than one issue, but we need to start to discuss this issue. He asked why we can't inform the bond people that we have two viable options. Jerry responded that you need to be definite about programs when dealing with the bond people.

Pam noted that it seems to be a valid concern that the planning process should involve more than one issue. However, she noted that she assumes that any decision will be made at a public meeting and that we may need to make an unpopular decision. She reminded everyone that the students currently enrolled at ICS would continue to get their current programs. Any change would be for future ICS students. Nicole noted that the strategic planning process started with opportunity to question it months ago and that now is not the time to start questioning how the strategic planning groups were formed. Rosina stated that Joel has not been asking specific closed ended questions in his interviews and focus groups. The questions have been general. Rosina asked Joel to give some additional information. Joel stated that the issue of having two separate programs has come up in almost every interview so far, along with other issues. He added that he feels open-ended questions can bring great guidance. Susan stated that to her, the main questions for strategic planning are, "How are we educating our kids?" and that our job as a board is to figure out how much we can bite off and chew; our job is not to please everybody. We want to be sure that this institution can sustain itself into the future; we need to discipline ourselves and make decisions. Ryan stated he feels the three-class discussion needs more discussion. Susan agreed and suggested that the Board schedule when they're going to talk. Rosina noted that what excited her about the possibility of three classes for each grade was that it would allow us to be a smaller sized school. Becky cautioned that our charter still goes for three years, so we may need to get approval if we do decide we want to try a different model. Jerry also noted that the projections for a 3-class per grade model are very rough and still need a lot of work. Nicole stated that we would still have a surplus of about \$200,000 per year with this model. She noted that she understands people's concerns about the timing of this issue, but that sometimes issues just come up, like this one did at the Executive Committee meeting. She summarized that the committee meeting started out with a discussion about how she was surprised that the plans for Durham that were presented at the last Special Meeting did not raise more opposition regarding the costs involved and the collapse of the grades and program in the upper grades. That conversation led to another and that's how this idea was raised. Michelle added that the discussion was about a hybrid of FLES and Immersion. Jurate added that she may have added to this when talking about the possibility of bi-lingual homerooms as a way of being able to have only three classes of each grade in grades 6-8. She added that from giving tours of the school, she is seeing a majority of middle class families and that the questions seem to become, "Who are we as a school?" and "Who are we serving?" We could end up with superficial diversity. Having a hybrid program would merge kids and may help end the separation. Susan stated that she feels the Board needs to start mapping out a schedule and that we need to make sure we have correct

information and that we keep a tight watch on numbers. Pam shared that at first she was alarmed that it seemed we were considering a new model based on a building. But, she added, in reality, we haven't had to deal with these issues because we've just rented more space when the need came up. Rosina stated that she feels we need to trust that the strategic planning process will do what it was intended to do and that we can discuss this issue more at the next Board meeting. Susan suggested having topics, such as school size, for the next couple Board meetings. Pam added that she would want an expert to look at some different models and asked if there's time to do that. Rosina stated that we might want to try contacting Myrian Met with whom we've consulted before. She asked whether the Curriculum Committee could try to arrange that. Susan suggested trying to bring in an expert for the November Board meeting. Becky agreed to follow up on that possibility; Pam reminded the Board that there's a partial immersion program in Phoenixville. Susan suggested inviting parents to come to the November meeting to discuss class size and suggested that Board members try to locate pertinent articles about the issue.

#### **D. Curriculum**

**Pam** stated there are a few corrections to the meeting minutes that were circulated: Claudia is working on a survey to be used with immigrants from the countries ICS students study; she is still looking for suggestions of people to be surveyed. Also, the space issue surrounding the Gifted Support program was a bit overstated. The program is scheduled to start next week. Pam noted that we did not get the FLAP grant and that the committee may start discussing the issue of whether we might want to introduce an additional language in Middle School.

Ryan asked why it's being suggested to make different report cards for FLES and Immersion. Pam clarified that some areas of the report card didn't apply at all to some parts of each program. Jurate stated that we want them to be a more helpful tool for teachers and parents. Becky asked whether they'll be training for the teachers on how to use the new report card system. Jurate said there would be training and that the changes that have been suggested have more standards spelled out for teachers.

#### **E Human Resources**

**Becky** noted that the next meeting is at 8:30a.m. on Friday. She reported that this year's committee goal is to overhaul the teacher pay scale. Jurate noted that there is one teacher vacancy. Since we've moved the upper grade FLES teacher to the Immersion Reading Specialist position, the FLES position is open. Several candidates have been interviewed and demonstration lessons are being scheduled. She also noted that teacher observations have started, first with informal observations of new teachers. Claudia and Kristen have also been working closely with the new teachers especially.

Becky moved proposed resolution #2; Nicole seconded. Sean H. noted that before Jerry left the meeting tonight, he mentioned that he had not been given time to review the cost implications for the budget. Susan recommended that

benefits shouldn't start until the 61<sup>st</sup> day and that we should be tracking long-term substitutes for the length of FMLA to make the two policies match. Michelle suggested that we don't need to decide this issue tonight and that we need Jurate's input. Jurate stated that if we want a consistent long-term substitute, we feel we need to offer benefits. Nicole asked if more information could be obtained so that a decision can be made at the October Special meeting. Rosina stated we may not have that meeting if the Durham extension is granted. Becky introduced a new resolution:

*The Independence Charter School Board of Trustees hereby authorizes the Human Resources Committee to develop an interim long-term substitute policy in consultation with school business managers.*

Pam seconded; the motion passed with one nay vote and no abstentions.

Becky then introduced proposed resolution #3 and asked Jurate to give background information. Jurate stated that a Pennsylvania Department of Education representative called her in August regarding the high percentage of teachers who are not certified in Pennsylvania. PDE has mandated that a specific portion of our federal funds be used to bring teachers into compliance. Uncertified teachers were told at a meeting on Monday that this is a requirement by the end of June in order to be eligible for consideration of contract renewal. Jerry gave us information about the American Board Program, which seems like a feasible way for most of our uncertified teachers to meet this requirement quickly, instead of having to take many classes over many years. Becky moved the motion; Nicole seconded. Jurate stated that we need clarification as to whether this will be a loan or outright payment for first year teachers. Amy also asked for clarification as to whether teachers who have already taken on expenses for classes and tests toward certification would be considered for reimbursement. Becky stated that she understands this may seem arbitrary, but this would be for new expenses during this school year only. Amy stated that there is another issue about the fee maximum for one-day seminars; Rosina asked that that issue be brought up at another time.

Rosina asked whether this resolution can wait until the next meeting after there is more time for review. Jurate stated that it really can't wait, since the June 30<sup>th</sup> deadline is not that far away and there is work that teachers need to do for the American Board Program. Rosina stated that we'll move on now to other committee reports while Becky amends the proposed resolution and will come back to it later in the meeting.

#### **F. Development**

**Laval** reported that his goal is to grow the committee, because there are many ideas about tasks for this committee. He wants to identify specific issues and decide how much time committee members will actually be able to devote to them and how much will be recommended for outsourcing. He asked for everyone's patience, and noted he is well aware of how urgent the fundraising issue is.

**Rosina** noted that she wants to suggest that due to our current discussions, we can have out lottery application deadline, but wait to actually conduct the lottery.

#### **G. Community Relations**

A written report was circulated before the meeting; no report was given at the meeting.

#### **H Discipline**

Michelle reported that the committee met this week. The Code of Conduct was not changed this year. She reported that Dean Andrea has created a flow chart to reinforce that there needs to be intentional steps to try to handle discipline issues within the classroom whenever possible. Andrea is spending more time in classrooms this year to give constructive feedback on discipline and SWEBS issues. This year's goal for the committee is to work on updating the appeals policy. Michelle noted that although we have had a significant decrease in the number of suspensions over the last few years, there have already been seven suspensions in this new school year. The committee is looking into what the reasons may be for this. Michelle also noted that Dean Andrea is giving the teachers lots of resource materials. Ryan asked whether there seems to be a spike in discipline problems after lunch time. Michelle said that there seem to be more problems in the morning; she clarified that only some of those problems involve dress code issues. Jurate added that the lunch room staff has been working well as a team. She added that it seems that Andrea is finding that some teachers are not investing in the SWEBS lessons; she is reinforcing with the teachers the importance of SWEBS and reminding them of long-term benefits.

#### **I. Healthy Kids**

Pam reported that the committee hasn't met yet. Jurate reported that she's having a meeting tomorrow with a few people from the School District regarding the meal program. Michelle stated that some parents have been upset when the lunchroom staff has taken away unhealthy snack foods. Jurate stated that she has recently met with the cafeteria staff to remind them not to take about the foods, unless it is something that is against ICS written policy, such as candy or soda.

#### **J. Diversity**

Lisa reported that a meeting will be held during the last week in October; the date will be circulated.

#### **K. Policy**

No report

#### **L. Legal**

No report.

At this point in the meeting, the Board went back to the issue of a new Human Resources resolution in place of proposed resolution #3. Becky moved the following revised resolution:

*Whereas federal No Child Left Behind regulations require that one hundred percent of teachers be considered "highly qualified" by June 30, 2007, and whereas Independence Charter School has been direct by the Pennsylvania Department of Education to spend at least \$16,000 of its Federal Title I entitlement funds for the 2006-2007 school year towards this goal, be it hereby resolved that the Independence Charter School Board of Trustees approves the use of these funds as direct payment for teachers employed at ICS during the 2006-2007 school year who lack Pennsylvania Teacher certification that meets*

*the definition of “highly qualified” for direct tuition payment for the American Board Program certification program in order to become fully certified in Pennsylvania by June 30, 2007.*

*The enrolled teacher is responsible for purchasing any required materials and/or testing or certification application fees, including the cost of international teachers needing translation of foreign degrees or diplomas. ICS will only enroll a teacher who has agreed in writing that if the teacher does not successfully complete the American Board Program, including all tests required for full certification, by June 15, 2007, the teacher’s contract will not be renewed for the 2007-2008 school year and the teacher will be responsible to repay Independence Charter School for all fees paid by ICS to the American Board Program on the teacher’s behalf.*

*For teachers in their first year of teaching at ICS, the cost of tuition for the American Board Program may be loaned to the teacher and repaid by payroll deduction. Payment of tuition pursuant to this policy shall be applied to the \$1,200 maximum allowance for tuition reimbursement per teacher per school year as defined in the ICS tuition reimbursement policy.*

Susan seconded. Clarification was given that this would not include Teaching Interns. Amy stated that seems inconsistent, since she thought the reason for having Teaching Interns was to support them in their efforts to become a certified teacher and to potentially hire them as classroom teachers in the future. Susan moved to call the question. Rosina requested that the Human Resources committee address whether or not we want to require first year teachers to need to repay the American Board Program. The motion passed.

**VIII. Old Business**

None.

**IX. New Business**

None.

**X. Adjournment**

Sean H. moved that the meeting be adjourned; Becky seconded. The meeting was adjourned at 10:35p.m.

Handouts circulated at this meeting:

- Agenda
- Minutes from the September 13, 2006 meeting
- Minutes from the September 27, 2006 Special Board meeting
- CEO report
- Finance Committee minutes
- Financial Operations report for September 2006
- Curriculum Committee minutes
- Community Relations Committee minutes
- High School planning process sheets

**Independence Charter School Board of Trustees Meeting**  
**October 11, 2006 7 PM**  
**Resolutions**

**1. Lease Reimbursement**

Be it resolved that the Board of Trustees authorize the CEO and the Business Manager to make application to the Commonwealth of Pennsylvania for the Lease Reimbursement subsidy in accordance with Pennsylvania Department of Education Regulations.

**2. Long-term Substitute Policy**

The Independence Charter School Board of Trustees hereby authorizes the Human Resources Committee to develop an interim long-term substitute policy in consultation with school business managers.

**3. No Child Left Behind Highly Qualified Teacher Plan**

Whereas federal No Child Left Behind regulations require that one hundred percent of teachers be considered “highly qualified” by June 30, 2007, and whereas Independence Charter School has been direct by the Pennsylvania Department of Education to spend at least \$16,000 of its Federal Title I entitlement funds for the 2006-2007 school year towards this goal, be it hereby resolved that the Independence Charter School Board of Trustees approves the use of these funds as direct payment for teachers employed at ICS during the 2006-2007 school year who lack Pennsylvania Teacher certification that meets the definition of “highly qualified” for direct tuition payment for the American Board Program certification program in order to become fully certified in Pennsylvania by June 30, 2007.

The enrolled teacher is responsible for purchasing any required materials and/or testing or certification application fees, including the cost of international teachers needing translation of foreign degrees or diplomas. ICS will only enroll a teacher who has agreed in writing that if the teacher does not successfully complete the American Board Program, including all tests required for full certification, by June 15, 2007, the teacher’s contract will not be renewed for the 2007-2008 school year and the teacher will be responsible to repay Independence Charter School for all fees paid by ICS to the American Board Program on the teacher’s behalf.

For teachers in their first year of teaching at ICS, the cost of tuition for the American Board Program may be loaned to the teacher and repaid by payroll deduction. Payment of tuition pursuant to this policy shall be applied to the \$1,200 maximum allowance for tuition reimbursement per teacher per school year as defined in the ICS tuition reimbursement policy.