



Minutes of the Board of Directors  
September 30, 2025

The meeting was convened by Bill Harris at 4:04 p.m. at Avondale Meadows Academy. The following were present:

Board:

Jake Crouch	Marielle Rujevcan
Carlston Elliott	Ross Ridge – Phone
Bill Harris	Jetta Vaugh - Phone
Abby McDonough - Phone	

*Votes were taken by verbal roll call for each topic requiring a vote. All Motions were carried unanimously.*

Staff/Others:

Darius Adamson, Executive Director	Aunye Hockett, Principal, AMA - Phone
Carvis Herron, Director of Operations	Bilen Mulugeta, Principal, VAR-MS
Kandis Pearson, Director of Academics	Ciara Jones, Principal, AMMS
Janie Seivers, Director of Business Affairs	Alycia Villecco, Principal, VAR-EL
Kristen Stratton, Director of Student Services	Tammy Chaney – Milestone Accounting - phone
	Emma Kersey - OEI

Public Comments:

Connect To Purpose:

Mrs. Villecco, shared some of the extra the activities surrounding Hispanic Heritage Month. Students have been able to sample treats from different regions while expanding cultural awareness

Approval of Minutes

The July 28, 2025 board meeting minutes were presented.

**MOTION: Approve the July 28, 2025 minutes as presented.**

**Jacob Crouch made the motion, Marielle Rujevcan seconded. Motion carried.**

Finance Committee Brief:

Due to new requirements surrounding the Operations Levy Funds, schools are now required to approved the budget two times, while allowing for public comment at two different meetings. The FY26 budget was approved at the June 16, 25 board meeting which met the public comment requirement. There were no public comments. Public comments were again permitted during the June 16, 2025, July 28, 2025 and the September 29, 2025 board meetings.

**MOTION: Motion to approve the FY26 budget as proposed.**

**Jacob Crouch made the motion. Carlston Elliott seconded. Motion carried.**



**UNITED SCHOOLS OF INDIANAPOLIS**  
**Financial Statement Summary**  
**For Period Ending August 31, 2025**

Cash on Hand:	2,845,194	Days Cash on Hand	
Investments:	156,533	All Funds (OEI)	Unrestricted (Bond)
<b>Total Funds Available:</b>	<b>3,001,726</b>	AMA: 64	43
Restricted net of OEI/Vital:	976,595	VAR: 77	59
Unrestricted	2,025,131	AMMS: 85	67
		USI: 166	-14
		Consolidated: 86	46
<b>Outstanding Receivables:</b>	<b>717,299</b>	<b>Debt Service Coverage projection:</b>	
<b>Outstanding Payables:</b>	<b>309,293</b>	Budgeted for 6/30/26: 0.70	
		Projected for 6/30/26: <i>Will be updated in October</i>	
		Required: 1.10	

**Net Operating Income:**

Avondale Meadows	89,813	Budgeted: (36,560)	(36,560)
Vision Academy	81,547	Budgeted: (10,118)	(10,118)
Avondale Meadows MS	82,858	Budgeted: 22,470	22,470
USI	(290,249)	Budgeted: (75,047)	(75,047)
Consolidated	(36,030)	Budgeted: (99,256)	(99,256)

**REVENUE:**

- Overall Revenue: over budget by \$433k after extraordinary income
- Private Funding: under budget by \$54k
- Federal Funding: over budget by \$131k
- State Funding: over budget by \$22k
- Overall Net Income (Loss) is (\$36k) after extraordinary items

**EXPENSES:**

Enrollment Update

The official student count date is October 1<sup>st</sup>. As of today our current enrollment has dropped. The Finance Committee will be meeting in the coming weeks to discuss the changes necessary to finish the fiscal year with an appropriate net income.

	Budgeted	Actual	# of Pupils Short
AMA	350	302	-48
MMS	204	172	-32
VAR	410	361	-49



## Development Committee:

### **Development Department Activities – September 2025**

The Phase III Lilly Endowment Proposal in support of a *Comprehensive Literacy Ecosystem* has been submitted. USI has requested \$3.75 million to be spent over the next five years. We anticipate a decision by early December 2025.

USI is preparing a proposal to the Central Indiana Community Foundation (CICF) in support of 2026 summer programming. CICF's new "common application" process allows proposals to be considered by a dozen local foundations. Last year, USI received \$20,000 in support from two foundations (Lilly Endowment and the Noyes Foundation).

The Development Committee is drafting a procedural document to guide the selection of the annual community service award recipient, announced at the gala each year. This document to be reviewed in future, under development in the Development committee.

In previous years, USI has hosted cultivation events titled *Breakfast in the Meadows* or *Breakfast at Riverside*. These events invite community leaders to tour our schools, followed by breakfast and a Q&A session. The Development Committee proposes hosting an event in Avondale (November 2025) and Riverside (February or March 2026). If you are willing to host, please contact Sean Dunlavy.

---

## Governance Committee Brief:

- The Strategic Plan is in the SWOT analysis phase and will continue to be brought before the board to help set the direction of USI for the next 5 years.
- PTO Accrual Policy Revision – We need to make one revision to the PTO Accrual policy approved in July 2025. The accrual rate is now 8 hours per pay period over 11 pay periods. See Appendix A.

### **MOTION: Motion to approve the revised PTO Accrual Policy as proposed.**

**Marielle Rujevcan made the motion. Carlston Elliott seconded. Motion carried.**

- The governance committee will be reviewing the IN Open Door Laws in the coming months to ensure we remain compliant in all areas.

## Academic Committee:

- The following pockets of Beginning of Year data was presented. See Exhibit B.
  - Acadience
  - iREADY
  - IREAD Comparative Data



- School Goals

**USI School Goals Dashboard 25-26**

		AMA	MMS	VAR-EL	VAR-MS	Consolidated
Content	Measure	Goal	Goal	Goal	Goal	Goal
<b>ILearn</b>	Reading	25%	25%	25%	25%	25%
	Math	25%	25%	25%	25%	25%
<b>IREAD-3</b>	Reading	78%		78%		78%
<b>Acadience</b>	Reading (K-3)	50%		50%		50%
	Growth	65%		65%		65%
<b>I-Ready ELA</b>	Proficiency					
	Typical Growth	75%	75%	75%	75%	75%
	Stretch Growth	50%	50%	50%	50%	50%
<b>I-Ready Math</b>	Proficiency					
	Typical Growth	75%	75%	75%	75%	75%
	Stretch Growth	50%	50%	50%	50%	50%
<b>Attendance</b>	Attendance Rate	95%	95%	95%	95%	95.00%
	Chronic Absenteeism	<18%	<16%	<20%	<20%	<18%
<b>Parent Engagement</b>	P/T Conf	90%	90%	90%	90%	90%
<b>Student Conduct</b>	OSS Rate	<20%	<30%	<20%	<30%	<24%

**MOTION: Motion to approve the FY26 school goals as presented.**

Jacob Crouch made the motion. Carlston Elliott seconded. Motion carried.

## School Dashboards

Principal Highs and Lows
<u>AMA</u> High: Practice clinics for teachers starting early, iREADY math supports, Dean/Assist Dean creating new supports to keep students in the classroom Low: Attendance – tardies and early dismissals
<u>AMMS</u> High: Received \$10 Athletics grant from Dick's, less than 1% of student removals from classrooms, Literacy is a Freedom Initiative promoting guided student reading Low: BOY data shows 3 yr proficiency gap
<u>VAR-EL</u> High: Community recognition for IREAD growth, 94.49 attendance!, improved parent communication due to ParentSquare (new), reduced classroom removals Low:
<u>VAR-MS</u> High: 93.8% attendance rate, staff attendance, reduce student suspensions and classroom removals, student engagement Low: iREADY proficiency scores

Meeting adjourned at 5:02 pm.

ATTEST: Sarah P. Lofton

Sarah Lofton, Secretary

12/03/2025

Date

