

Day 1 – Monday, June 1, 2026

Focus: Vision, Growth, and Strategic Alignment

Special Guests: James Rhyu, Janice Gruneberg, Pam Sieger

8:30 AM – 9:00 AM

Welcome & Opening Remarks

- Call to Order by Dan Martin, VP at 8:33 am
 - Present: Pam Sieger, Dan Martin, Eric Mack, Candice Dennis, Annie Polvinen, Kristen Bell, Elizabeth Carpentier, James Rhyu, Janice Gruneberg, Scott Sides
 - Video from John Pallasch shared by Pam Sieger welcoming everyone to the Board meeting.
- Retreat Purpose and Desired Outcomes: Pam outlined the purpose for the agenda in improving academics and expectations at Carolus Online Academy.
- Framing the Work: Why This Matters Now: Pam discussed meeting in June is important to close out the school year and to review any current results in Operations, Academics, Special Education, Compliance, and Relations. Pam shared updated results to date with the graduation rate which improved from 47% to 78% Year Over Year. Pam shared that Special Education improved on the audit score from a failing Stride score to one of the highest scores in Special Education and Special Programming to date. Pam shared that the teacher and administration retention improved from year one to the current year 3 and that only 2 staff members were not returning in the Fall of 2026.
- Centering the Mission: Putting Kids First: Pam shared the mission to put kids first with “Every Child. Every Dream. Rising” at COA. The District’s mission is to put Kids First as is the mission of the Board, COA, and Stride.

9:00 AM – 10:15 AM

CEO Strategic Vision Session

Presenter: James Rhyu

- National and state trends in education
- What strong schools do differently
- The role of innovation, accountability, and operational discipline in school growth
- How boards and leadership teams drive measurable student outcomes

- The urgency of aligning governance decisions to student success

James shared his vision for the school year to ensure student success is a priority. He stated that Carolus has improved and that we must continue the momentum to strive forward. COA has improved with compliance, graduation rate, retention rate, operational functioning, and the goal is to improve student learning.

James asked the Board to share their why and what matters most to them in their role. Eric said that the overall financial health of the school and student engagement and support is critical to him and ensuring that we are doing what we can to help our students. He said he is here for students and has been with the COA Board since before the first day. Annie shared that she is interested in parent engagement and helping parents and students socialize in the school. She shared that she would like to see more engagement opportunities such as having a Yearbook Club. Kristen shared that she is interested in parent engagement as well as overall engagement of the school and that she has been here since day one. Dan shared that he is interested in helping students and wanting to support students along with school choice. All members stated that school choice is important to them which drove them to be on the Board. Candice shared that in her role she is interested in student onboarding, student outreach, student support, and helping with communication. Betsy shared that she has also been supporting the Board as the Board's attorney since day one.

10:15 AM – 10:30 AM

Break

10:30 AM – 12:00 PM

Leadership Conversation: Growth, Accountability, and Sustainability

Presenters: James Rhyu and Janice Gruneberg

- What sustainable school growth requires
- Defining excellence in academic performance and school culture
- Building systems that support growth and accountability
- The Board's role in supporting Leadership while maintaining oversight
- Questions and discussion with board members

Janice discussed what Stride has to help support schools. She shared that Stride is strengthening accountability, investing in schools, and developing better results for students. Janice shared starting the year and orientation strong by drive early

engagement and retention, to targeted support that improves outcomes, to delivering on the promise. She shared about the systemic improvements to impact all schools through experienced leaders who are driving academic improvement to support the CAMP tier 2 and tier 3 schools, such as COA. Janice shared the AIM platform for schools to see details such as SC Ready and EOC scores, to benchmark data, engagement data, graduation data, and more. Janice shared the academic playbook evolution to state aligned accountability with asynchronous, synchronous, communication, observation, graduation, and MTSS playbooks to help drive accountability and improvement.

12:00 PM

Working lunch/Departure of James Rhyu

1:00 PM – 2:30 PM

School Accountability & State Urgency

- Current school performance review
- Understanding our School Improvement Plan (SIP) and state expectations
- Report card implications and accountability risks
- Consequences of failing to improve, including state intervention and path to a C
 - How we model to achieve a C by category and how do we get there
- Immediate priorities for moving the report card from failing to passing
South Carolina's report card and accountability system drives annual school ratings, and charter schools are also evaluated each year on academics, compliance, governance, and financial viability through annual reporting and assurances.

Pam shared the AIM dashboard and went through each category to walk the Board members through the platform. She shared the graduation metrics, to how new students compared to returning students are performing, She walked the Board through each section and discussed what information is located on each tab. She stated that she would continue sharing this data during all the future Board meetings so the Board can see how students are performing. Pam shared the current school performance review which last year was at an unsatisfactory for all three campuses. She shared that she believes high school will earn a below basic; however, is still waiting for the growth metrics for elementary and middle school. Pam shared the school improvement plan with the Board and explained that it was approved by the state and the district. The school will receive 202k for 3 years toward three positions: 2 interventionists and a graduation coach. She also shared that the school will receive 92k toward professional development partnership with UnBoundED to improve tier 1 instruction and student learning.

Pam explained that with the 454 bill, the first year's report card does not count; however, the 24/25 and 25/26 report cards do count and that this upcoming school year must be successful for all three campuses.

- **2:30 PM – 2:45 PM Break**

2:45 PM – 4:30 PM

Charter Goal Deep Dive: Part I

Facilitated Board Discussion

- Review of Charter Goals by Pam Sieger

1. In each year of the charter, 100 percent of students will be identified for instructional tiering and instructional programming based on diagnostic assessment, in conjunction with reading inventory measures within elementary grades, prior SC Ready test scores as available, and credit sufficiency for students in high school grades.

2. From a baseline established by summative testing in year 1, Conditional Growth Index (or growth) will be approved by 2 percent in each subsequent year of the charter.

3. In each year of the charter, 95 percent of students within high school grades will independently access the graduation planning tool in order to promote student ownership and understanding of credit path within graduation cohort expectations.

4. 98 percent of students within high school grades, who enter the school sufficient in credits earned, will participate in career readiness education experiences that may include pathway completion for certification.

5. In each year of the charter, all eligible students will earn certifications associated with their chosen pathway.

6. In each year of the charter, a 95 percent capture rate will be achieved for students' post-secondary intention for post-secondary education, employment upon graduation or enlistment

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- What are the current progress and gaps
- Where are we are meeting expectations
- Where is urgent intervention is needed
 - Action - Interventionists and Coaches
- Alignment of charter goals to student outcomes and school report card priorities

Pam went through each charter goal and shared with the Board where we are with each goal.

Goal 1: COA has met 100% of students identified for instructional tiering and instructional programming base don diagnostic assessment, in conjunction with reading inventory measures

within elementary grades, prior SC Ready test scores as available, and credit sufficiency for students in high school grades.

2. The school, to date, met the 2% growth in elementary and middle school, as well as high school. Pam shared that the growth scores have not been provided yet.

3. Pam shared and produced evidence that 100% of IGPs in 8-12 grade have been created, shared, accessed, and signed off on.

4. Pam shared that based on the students who came to the school on track, they are aligned to a pathway.

5. Pam shared that she needs defined what “all eligible” students are referring to and will speak with the district and the state.

6. Pam shared that the counselors and principal for high school have a tracker for tracking students and where they are, where they go to upon graduation.

4:30 PM – 5:00 PM

Day 1 Reflection & Board Discussion

- Key takeaways
- Immediate priorities
- Questions for Day 2

Pam recapped the day and shared key takeaways with the Board. She discussed immediate priorities with student and parent engagement. No questions were asked relating to day 2.

5:30 PM to 8:00 PM

Team Building Activity

Dinner Out

Dinner out from 5:30 until 7:45

Day 2 – Tuesday, June 2, 2026

Focus: Governance, Relationships, and Accountability in Action

Facilitator: Pam Sieger

8:30 AM – 9:00 AM

Day 1 Recap & Day 2 Priorities

- Reflection on key themes
- Re-grounding in mission and urgency
- Aligning around outcomes

Pam recapped the previous day and the discussions around active student engagement, cameras on, students working interdependently, and the high stakes of ensuring we do not receive an unsatisfactory on our report card.

9:00 AM – 10:30 AM

Charter Goal Deep Dive: Part II

Facilitated Board Discussion

- Gaps, risks
- Alternative Education campus update for 6-12 during the 27/28 school year
 - Who are we at COA
 - Criteria for our Alt Ed School and associated counts
- Ensuring charter goals remain measurable, visible, and actionable

Pam updated the Board on the gaps, risks revolving around attendance, the AIP: attendance intervention plan, the DH: discipline hearings, and expulsion hearings. She shared that 30.4% of the students at COA were withdrawn during the school year for either parent choice, complications over the new systems at the beginning of the school year, or truancy.

Pam updated the Board on where we are for writing the AEC for the 27/28 school year. The Board would like to receive updated timelines starting in the June Board meeting for the AEC application as well as academics. Betsy stated that the 454 bill requires a one year planning period. Pam asked if this year could be the planning year since COA is writing to this mission. Scott will work to find out if this is possible. The Board wanted reassurance that the AEC would not open this fall, but the goal would be to open during the 27/28SY.

Pam brought Craig and Sara in to discuss where COA is with attendance and the RAP plan for the Fall. Attendance has improved due to the AIP meetings and strict adherence to attendance policies at the school. RAP: reengagement attendance programming created by Sara, will work to help show students how they can succeed in life by presenting them with options and opportunities. RAP will help students understand the importance of attendance, earning their diploma, and preserving through life. RAP will connect students with partners across the

communities such as Big Brother's Big Sister's to help students find positive people they can grow with. Eric said this is key for the success of the school and wants to learn more about RAP.

10:30 AM – 10:45 AM

Break

10:45 AM – 11:30 AM

Strengthening Key Relationships for School Success

- Strengthening partnership with the Board
- Strengthening partnership with the South Carolina Public Charter School District
- Strengthening partnership with the South Carolina Alliance of Public Charter Schools
- Strengthening communication and trust with the State
- Building strategic partnerships that support growth, compliance, and advocacy
The South Carolina Public Charter School District explicitly centers relationships, excellence, and accountability in its support model.

Pam discussed with the Board the relationship they have with Stride, COA, and the state. Pam also shared strengthening partnerships with the Board, the District, the state, and with Stride. The Board all stated they believe in Pam's leadership and that they can see the improvements the school has experienced this year compared with the previous two years. They shared the trust they have in her and the trust she has in them. Pam updated the Board on the relationship they have (COA) with the state and how the state has been helpful at understanding the data and the alignment and predictor scores. Pam said that Amy from the state has been working closely with her and they completed the predictor scale to report a below basic which shows growing from an 11 to a 43 in one year. Pam also shared the relationship she has with the District and how the District believes in COA and her leadership. Stride wants to ensure that we address the failing report card grades to secure COA as COA has growth opportunities. All present agreed that putting students first is most critical.

11:30 AM to 12:30 PM working lunch

12:30 PM – 1:45 PM

Break

1:45 PM – 2:30 PM

Action Planning: What We Must Do Next

- Define Leadership commitments for the next 90 days
- Clarify ownership and accountability
- Identify immediate wins
- Set progress monitoring cadence
- Establish communication plan
- Final reflections
- Shared commitments
- Reaffirmation of mission, urgency, and student-centered leadership
- Closing statement: Putting Kids First

Pam shared positive growth at COA and the goal to not earn a failing score on the report card. She thanked everyone present for believing in her and the team at COA. Everyone shared their wins from the week: Eric: RAP, Dan: RAP, Kristen: parent engagement and RAP, Annie: parent engagement and communication/socialization opportunities, Candice: dual enrollment and student engagement and RAP, Betsy: being present.

Dan closed the meeting at 2:08.

Board Retreat Outcomes

By the end of this retreat, the Board and Leadership team will:

- Have a clear understanding of the urgency of our current accountability status
- Be aligned on the work required to improve our school report card
- Understand the Board's role in school growth, assurance, and accountability
- Recommit to the six charter goals and define measurable next steps
- Strengthen relationships with key state and charter partners
- Leave with a focused action plan centered on student success and school sustainability