THE EXCEL CENTER, LLC
BOARD OF DIRECTORS' MEETING
NOVEMBER 4, 2024

MINUTES

The Board of Directors of The Excel Center, LLC met at 9:00 a.m. November 4, 2024, at Goodwill's headquarters. Present were:

Gita Baker, present
Kofi Barko, present/virtual
Patricia Castaneda, present/virtual
Garland Graves, present/virtual
Perry Griffith, present
Kent Kramer, present
Jay Oliver, present
Don Palmer, present
Laura Pickett, present
Josh Shelton, not present

Staff/Other:

Shelley Ashley
Brandy Bridgeforth
Anita Brown
Katie Bustamante
James Capps
Josh Cooper
Ivan Cropper
Betsy Delgado
Steve Dillon
Rachel Eble
Corey Emery
Matt Fortney
Emily Fritsch
Mike Gallo
Lynn Greggs
Miriam Henry
Kacie Klem
Sylvia Lauer
Brandon Marks
Kim Myers
Khalilah Palmer
Kari Podany
Shonda Russell
Eric Schlegel
Dan Scott
Sarah Thomas
Danielle White
Jeri Zawadzki

Board Chair Gita Baker presided and called the meeting to order.

There was no public comment.

On a motion by Perry Griffith, duly seconded, the meeting minutes of August 12, 2024, meeting were approved as previously distributed. Roll call by individual members' present were all in agreement of approval.

Jay Oliver, Chair of the Finance & Audit Committee, provided an update on the recent financial audit, which was found to be clean and free of any findings. Jay suggested a brief review of financial processes and departmental roles in future meetings.

Matt Fortney and Josh Cooper gave the Treasurer's report for the period through September 30, 2024. Josh noted the total year-to-date revenue is $9.1 million, $162,000 behind budget and an operating profit of $758.000, ahead of budget by $702,000. Cash flow was slightly decreased due to school remodels and new schools being built.

There was discussion on the balance sheet and income statement, with a focus on timing-related variances.

On a motion by Perry Griffith, duly seconded, the financial statements for September 30, accounts payable vouchers for August and September and audited financials were approved unanimously. Roll call by individual members' present were all in agreement of approval.

Corey Emery discussed the financial health of the organization, highlighting that all schools except Bloomington were in a healthy position. He also mentioned the receipt of federal funds for new schools and the successful execution of a plan to exceed enrollment targets.

Katie Bustamante shared the successful enrollment of over 6,000 students across Excel Centers, exceeding budgeted number in 14 out of 18 schools. She also mentioned the ribbon cutting at the Southeast location and the openings of Bartholomew and Grant County sites with a successful implementation of a one-on-one orientation study. She congratulated Betsy Delgado for being named IBJ's 2025 Women of Influence at a recent celebratory event.

There was discussion on funding where Katie explained that exceeding the legislatively allotted seats could lead to a dilution of funding across all Indiana Excel Center students, including those run by other Goodwills. Corey added that the enrollment cycle is reset in February, emphasizing the need for continuous effort.

Corey discussed the increasing trend of multi-lingual learners (MLL) in their student population, with a focus on the top five languages. He highlighted the growth in credit earnings and graduates year over year, and the need to address the needs of MLL students. Corey highlighted the following in the Enrollment review:

- Largest student enrollment expansion in almost 10 years with the opening of Grant and Bartholomew counties alongside the 150-student enrollment increase at Southeast.
    - Regional Directors worked closely with each school to execute strategy to meet collective enrollment goals by determining the number of incoming applications, rates of retention, and Term 1 graduate outcomes.
    - Excel Centers exceeded the budgeted enrollment goal of 4,950 by 47 students.
- Looking ahead to February
    - Expect Grant and Bartholomew County schools to increase their enrollment.
    - Focus on strong academic outcomes in Term 2 to carry student retention through Term 3.

Corey also reviewed the Term 1 Performance with the following highlights:

- Substantial gains in credits, credit earners, and graduates year over year for the network
- SIOP Training is being implemented across all 19 schools alongside legal services, translation of standard materials, and introduction of translation technology.
- 14 of the 18 Excel Centers are currently participating in the LEO study focused on studying enrollment with the remaining schools coming online before the end of Term 3.
- The current focus is on maintaining improved levels of student performance and enrollment as we head into the holiday season and colder weather.

Brandon Marks introduced L'Tanya White, Clarksville Director and Steve Dillon, Noblesville Director who both shared updates on their respective locations. L'Tanya discussed the growth of their school, including increased enrollment and student engagement. Steve shared about the

growth of their school, including increased enrollment and the need for a new facility. He also highlighted the impact of MLL students and the use of technology in their school.

Steve also discussed the Indiana College Core Program, which allows students to earn their first year of college free while earning their high school diploma. He mentioned that Ivy Tech had recognized the staff's qualifications to be part of the program and that three students took advantage of it last year. He also noted the need for vocational certifications in Hamilton County and the group's efforts to increase the number of offerings for students. Steve requested board member support for the renewal process and noted a hearing on December 12 and expressed appreciation for the administrative team's support.

Corey noted he would send a "letter for support" out to Director's prior to the renewal meeting with information on where to send these letters.

There were no updates/comments from the Mayor's Office.

The meeting was adjourned.