THE EXCEL CENTER, LLC
BOARD OF DIRECTORS' MEETING
MAY 19, 2025

MINUTES

The Board of Directors of The Excel Center, LLC met at 9:00 a.m. May 19, 2025, at The Excel Center – Southeast location. Goodwill's headquarters. Present were:

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

Staff/Other:

Shelley Ashley
Katie Bustamante
Dana Calfee
Tywla Carlson
James Capps
Josh Cooper
Ivan Cropper
Betsy Delgado
Steve Dillon
Rachel Eble
Corey Emery
Emily Fritsch
Matt Fortney
Mike Gallo
Jenny Grant
Lynn Greggs
Amanda Grube
Kacie Klem
Sylvia Lauer
Johnny Manson
Kim Myers
Mike Myers
Lakie Osborne
Emily Perkins
Kari Podany
Shonda Russell
Eric Schlegel
Sarah Thomas
Danielle White
Guest: Bre Petty, OEI

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

There was no public comment.

On a motion by Jay Oliver, duly seconded, the meeting minutes of January 27, 2025, meeting were approved as previously distributed. Roll call by individual members' present were all in agreement of approval.

Matt Fortney and Lynn Greggs gave the Treasurer's report for the period through March 31, 2025. Matt/Lynn noted total revenue is $29 million, exceeding budget by $1.5 million. Operating profit is $2.2 million ahead of budget. The cash flow decreased by $820,000 due to school buildouts but ended March with $7.2 million. Several schools exceeded enrollment targets, though Bloomington and Shelbyville were under budget. Accounts receivable has increased this year due to charter school program grants but are expected to even out once the State's new system is completely transitioned. Fixed assets have increased due to both new Excel Center locations being close to completion. All budget lines on the Income Statement are doing better than budget.

On a motion by Perry Griffith, duly seconded, the financial statements for March and accounts payable for January, February and March were approved unanimously. Roll call by individual members' present were all in agreement of approval.

Katie Bustamante commented on the recent Excel Center National Conference in St. Louis, MO. There were over 250 people in attendance with some great sessions. The keynote speaker is a graduate of the Excel Center in St. Louis who noted an Excel Center – Anderson graduate as an influential person in his life. She also commented on the success of the recent Educator of the Year luncheon. June 7 will be the Indy Met's graduation and then the Excel Centers on June 26-27. Katie noted the recent Annual Awards and spoke of two of the winners in the education area and their success stories.

Betsy discussed the progress and findings from two major research initiatives: a randomized control trial focusing on justice-involved students and an enrollment research project with Notre Dame. She highlighted that the initial 20:1 return on investment estimate has been revised to 40:1 or 50:1, based on new learnings from both studies. The research findings have been replicated successfully in Boston with similar results, and a replication study in Memphis is expected to be completed by the end of the summer. Betsy also provided updates on enrollment trends across different locations, noting that while Columbus is expected to perform well, Bloomington faces challenges due to a difficult political environment, and Shelbyville needs re-engagement with community partners. She concluded by mentioning the creation of a small school committee to share resources and coordinate plans across the area.

Corey Emery presented demographic data showing a 29.5% decrease in the multi-lingual learning (MLL) population from January, with a particular drop from 45% to 39% in MLL students. He noted that while attendance percentages had shown incremental changes, enrollment percentages were now being impacted after five years of increases. The data showed that students aged 16-18 years old were over-represented in positive indicators like credits earned and graduation rates, while under-represented in negative indicators like no-shows and withdrawals.

Steve Dillon discussed how his school has adapted to serving students who need more individualized instruction, while he notes an increase in referrals of MLL

There was a discussion on any correlations or connections in the data.

Corey commented that the network has seen significant growth in credit earning and graduation rates across its schools. He reported that the credits earned have increased by 1,500 across 16 locations compared to last year, with notable gains in Marion County schools. The team is focusing on improving math instruction and curriculum to further increase credit earning efficiency.

Lakia Osborne noted that the network has produced 501 graduates so far this year, 59 more than last year and 59% of their board goal. She discussed the college and career readiness rate (CCR), noting that while it is important to maintain a 100% rate, military enlistment can sometimes lower this figure. She explained that students who enlist may not pursue certifications or dual credits, which are required for the CCR rate. Lakia also highlighted the high employment rate of graduates within 90 days of graduation, with numbers ranging from 62-68% in 30 days to around 70% in six months.

There was discussion on military enlistment, CCR and a 30-day pulse check.

Lakia reviewed the 2025-26 annual documents – Student Handbook, Staff Evaluation Plan, and Safety Response list, which requires board approval. She reported on the following revisions:

- Student Handbook – There is an updated policy on Page 13 regarding Artificial Intelligence (AI).
- Staff Evaluation Plan – No changes to this document.
- Safety Response List – Bill 1492 previously passed by the General Assembly, which requires schools to approve safety specialists. All individual names were announced on the list. The list can also be found in Onboard.

There was discussion on AI usage in the classroom, prompting further discussion about the need for professional development for both faculty and students to effectively and appropriately use AI tools.

On a motion by Perry Griffith, duly seconded, the board unanimously approved the 2025-26 Student Handbook, Staff Evaluation Plan and Safety Response list with any revisions as presented. Roll call by individual members' present were all in agreement of approval.

Emily Fritsch introduced James Capps and Kacie Klem who each presented updates and introduced students who shared their success stores at the Excel Center.

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

The meeting was adjourned.