

BROOKE CHARTER SCHOOLS

**Board of Directors
Meeting Minutes
2020-2021**

Brooke Board of Directors
Meeting Minutes: August 12, 2020
Virtual Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, Trevor Rozier-Byrd, LaTasha Sarpy, Jonathan Garland, Natasha Williams, Tom O' Rourke

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; no members are present
- Board Business
 - Vote to approve the Board Minutes from May 14, 2020
 - Motion by Tom
 - Seconded by Devita
 - All in favor - motion passes
 - Update from Board Chair (Merry B.) and Vice Chair (Devita M.) on Board Member Check-ins, Committees, and new member orientation
 - Merry and Devita are in the process of having conversations with individual members about aspirations and goals for board engagement. Will plan to distill these thoughts and share with Kimberly and Jon on how to support Brooke within Board meetings and beyond.
 - Updates from Hagar B.
 - Regularly scheduled committee meetings will resume in advance of the September Board Meeting; New board members to choose and be brought on to committees.
 - Board orientation will take the form of 3, 1-hour long remote sessions to take place in the early fall
- Refinance Opportunities
 - Discuss options to refinance Brooke debt
 - Taking advantage of historically low rates, in order to set some interest aside and pay off the highest interest debt first
 - After many months of deliberation, landed at refinancing up old and current debts in order to repay our building debt within 16 years, while reducing both annual payments and interest expenses
 - Will allow added flexibility to take on additional debt in the future for the Athletic fields project
 - Questions

- Lauren K. - is the ~ \$2.5MM cost figure for the Athletic fields new?
 - The number reflects an early estimate for the entire project, without a current design or breakout. We hope to have philanthropic and possibly CPA funds to help cover the project.
 - 18 months to draw down up to \$2.5MM
 - Vote to approve plan proposed by the board's finance committee (allowing for the Chair, Treasurer and Jon C. to sign off)
 - Tom motions
 - Jonathan seconds
 - All in favor, with exception of Lauren K. who opposes - she doesn't feel the board was given ample time to understand the details of the proposal.
- Update on Remote Learning Plan
 - Update on plans for remote learning
 - Sent the announcement last Friday to staff and families
 - Reactions thus far:
 - Staff reacted mostly positive - felt their concerns around the challenges of hybrid learning were heard and addressed
 - Parents and families also feel heard; some will struggle to balance supporting remote instruction with working full time.
 - Sending a more detailed plan out tomorrow based on what we have to send to the state.
 - State guidelines came out yesterday on community infection rates, and which districts should and shouldn't open up in person.
 - Areas w/ 8 or more positive cases per 100k should remain remote; areas with under 4 positive cases per 100k can move to in-person schooling
 - Chelsea, East Boston have a very high infection rate
 - We will continue to monitor, with specific attention to the positive cases in our biggest sending communities.
 - Questions from the Board
 - Tom - rationale on future changes to the plan over time?
 - We would survey staff and families again to understand community sentiments and input prior to proposing changes.
 - LaTasha - How will login requirements for students work?
 - K-2 will have live instruction in the mornings (not back to back); afternoons will be asynchronous; High School instruction will be synchronous (live) during the school day
 - How will students form communities virtually (8th grade and beyond?)
 - BHS clubs will proceed remotely - currently in the early stages of planning arts enrichment
 - Many parents shared a sentiment of wanting kids to get healthy peer interaction

- Discuss other local schools and districts' plans this fall - Jonathan G. shares his children's charter school has released news that the board voted to go 100% remote until mid-October and reevaluate then.
- Vote on our plans to begin the school year remotely; and vote on changing the length of the school year to 180 days for 2020-2021
 - Latasha - motion
 - Jonathan - second
 - All in favor - motion passed unanimously

List of Documents Shared

- 5.14.20 BCS Board Meeting Minutes for approval
- 6.29.20 First family survey responses dashboard
- 7.17.20 Staff survey responses dashboard
- 7.24.20 Staff survey recap from Jon Clark to staff
- 7.28.20 Family survey responses dashboard
- 7.31.20 Second family survey recap from Jon to staff
- DRAFT reopening plan and communication

Brooke Board of Directors
Meeting Minutes: September 10, 2020
Virtual Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, Trevor Rozier-Byrd, LaTasha Sarpy, Jonathan Garland, Natasha Williams, Tom O' Rourke, Lauren Kushman

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip, Raul Ripoll Vera

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; no members are present
- Board Business
 - Vote to approve the Board Minutes from August 12, 2020
 - Motion by Alex
 - Seconded by Devita
 - All in favor - motion passes
 - Updates from
 - Board Chair and Vice Chair
 - Merry B. and Devita M. have shared a memo with priorities for the board over a three-year arc, with feedback from every member, as well as Kimberly S., and Jon C
 - Hagar B. will work with Devita, Merry, Jon C., and Kimberly S. to develop a scope and sequence for the board based on these recommendations
 - Reflections/additional feedback
 - Natasha W. - should pandemic planning education-wise be extended as we may need to weather a two or three-year term? Talent, succession, etc.
 - LaTasha S. - supports the focus on building closer ties among the board
 - Jonathan - board should remain flexible; our litmus test for effectiveness is if the families and communities we serve are benefiting.
 - New member orientation
 - Orientation on charter school finance took place this week; next two sessions are on board logistics/compliance and school culture
 - LaTasha S. and Jonathan G. have elected to join the Development Committee

- Governance Committee goals
 - Aiming to recruit at least two new members
 - Conducting a full board assessment
 - Leading a full review of co-directors Jon C. and Kimberly S.
- Update on Remote Learning Plan
 - No longer serving high-needs students in person at East Boston due to high COVID transmission rates in those neighborhoods
 - Questions/thoughts from the Board
 - Merry B. - how have the first few days of remote learning been?
 - Jon C. shares we've had some technical difficulties, but overall strong attendance. Energy from the students has been great - even remotely, they want to learn and be connected with their community.
 - Devita M. - social media has been great
 - Hagar B. has a post coming soon that will share students' remote workspaces
 - Jonathan G. - will remote learning be the end of snow days?
 - Jon C. - our plan is for as many teachers as possible to teach from their classrooms, but it's flexible enough that teachers can also teach from home.
 - Lauren K.- how will teacher professional development grow and change in a remote environment?
 - Devita M. - is the academic calendar changing to make up for lost learning time?
 - Kimberly S. - no, holidays are state mandated and can't be changed.
 - Jon C. - Network assessments will happen remotely; these were not administered for the most part in the spring along with MCAS. Looking forward to having data as a point of comparison to pre-remote learning.
- Anti-Racism Work
 - Jon C. - There is both urgency and responsibility of accelerating this work
 - Board packet includes write-up on the efforts undertaken to date, Brooke's updated Culture of Achievement definition
 - Brooke's ongoing consultation with Aaliyah El-Amin to improve professional development with regard to issues of diversity, equity and inclusion
 - Questions from the Board
 - Merry B. - interest in hearing from Aaliyah at a future board meeting.
 - Alex F. - do we have insight/student perspectives on whether these priorities are communicated effectively?

- Lauren - we've seen social media accounts spring up about private, independent and other charters, with students, staff and alums sharing critical perspectives of their schools. Are we wary of one appearing for Brooke?
- Trevor - do you expect to have more focused conversations with students in the future?
 - Jon C. - We want to ensure teachers are ready and able to process with students as the first point of contact.
 - Kimberly S. - different schools approached it differently, holding optional open meetings for students hosted by teachers, clubs and affinity groups specifically in the upper grades. Haven't seen a ton of engagement to date, which is further complicated by remote learning
- Devita M. - will there be community meeting speakers as there have been in years past?
 - Not sure currently; Hagar B. will work with Brooke High Assistant Principal Joe Valentine-White to determine next steps
- Trevor R. is willing to help pull together a student or teacher panel
- Natasha - Anti-Racism is tough and courageous work; but spaces only work when there is high trust within the community
 - Listening - what is the role an anonymous survey can play - esp split by demographics, vs an interview
 - Jon C. - workplace satisfaction survey results show staff of color are less satisfied overall - maybe there are other questions that can yield another dimension of answers
- Financial Information (led by Yvette P.)
 - FY20 unaudited financials and update on current audit process
 - Update on changes to our FY21 expenses and revenue given the remote model
 - FY21 forecast and tuition
 - We receive tuition based on enrollment and our projections are based on last year
 - Scenarios of tuition growth include as high as 3% growth, as low as -3%
 - Our model is more conservative than DESE, and we planned for the year rather than month by month (which the state is doing because the final budget hasn't been approved)
 - Updated estimates may be coming from DESE at the end of the month
 - Updates to the refinancing memo
 - More information on how we reached our decision
 - Tom O. - swaps allowed for a balanced optimization of Brooke's interest rates and repayment plan

- Goal of creating consistent payments in order to focus on and invest in other areas of Brooke's budget
- Merry B. motions to adjourn the meeting

List of Documents Shared

- 8.12.20 BCS Board Meeting Minutes for approval
- BCS Board Orientation schedule for new members
- 9.3.20 Updates for the Board related to start of school
- 9.2.20 Memo on serving High-Needs Students In-Person
- 8.25.20 Globe Article "Even in union-free charter schools, leaders are embracing a virtual start to the school year"
- 9.3.20 Board Update on Anti-Racism Work at Brooke
- 9.3.20 4th Annual Report on Brooke Staff Recruitment and Retention
- 9.1.20 BCS Development and Fundraising Memo

Brooke Board of Directors Meeting
Minutes: November 19th, 2020 Virtual
Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Jonathan Garland, Tom O' Rourke, Lauren Kushman, Trevor Rozier-Byrd, Natasha Williams,

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip, Raul Ripoll Vera, Gabriella Sharpe, Carrie Sparkes, Digna Cintron, Marisa Taylor, Danielle Blair

Others in Attendance: Aaliyah-El Amin

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Governance
 - Vote to approve the Board Minutes from September 10, 2020
 - Motion from Devita M.
 - Seconded
 - All in favor
 - Updates on
 - Board Meeting structure for the year, as aligned with board priorities
 - Reshared the priorities memo from earlier this fall
 - Devita M., Merry B., Hagar B. and Jon C. collaborated to map priorities to individual board meetings through Deep-Dive topics
 - Board culture-building sessions will also become a staple of meetings, utilizing Aaliyah-El Amin's framework
 - Board Leadership of Deep Dive topics - Reminder from Devita M. for members to share their interests in future topics
 - Board nominations priorities - Hagar B. shared that Governance Committee is beginning the board recruitment process and is seeking recommendations
- Staff Panel on School Culture and Diversity Equity and Inclusion practices at Brooke
 - Trevor R. outlines the arc of the questions: What is going on for students re: their lived experience and the totality of current events? Then moving into Brooke's approach to anti-racism
 - Understanding staff/student morale - with COVID, police violence against black bodies especially this summer compounding, what is Brooke doing to meet students where they are at?

- Digna C. - scholars have a strong sense of self-determination, there is a yearning to be back at school as well as a sense of displacement. We make more time during morning meetings for students to have meaningful conversations with their homeroom teachers. Assignments (like poetry) served as outlets for students to be vulnerable and take action. Teachers had room to provide space for students and carve room for themselves.
- What is your sense of how students are coping? How have issues manifested for students so far?
 - Gabriella S. - kids are turning inward and focusing on themselves, lots of growth, motivation to improve. There are some who are overwhelmed and avoiding responsibilities, citing the question/fear, "When I leave Brooke, how is this going to help me?" Some students are coping through deeper involvement with clubs and advisories, to be part of change.
- How are we educating the whole student, given that Brooke is insular demographic wise (mostly Black and Latino) and our scholars will be entering less homogeneous spaces after graduation?
 - Gabriella S. - has heard from former seniors who now feel comfortable/more courageous engaging with issues because they have learned in part at Brooke how to do so.
 - Digna C. - students are encouraged to have strong bonds with teachers and adults; dialoguing constructively about their learning and education. Brooke can feel like a bubble sometimes and we do worry about students understanding their surroundings outside our schools.
 - Marisa T. - being online makes it more difficult to process with students. In East Boston, families are especially struggling with basic needs and COVID-19 illness. Sometimes it comes down to attendance and getting students in the door. Brooke is helpful with supporting remote learning, but families also have economic realities we can't totally solve for.
 - Carrie S. - there is no singular experience; some students report high engagement, others are struggling. Some days feel great, and others don't. It's an ongoing effort for everyone to stay afloat.
- Are their policies at Brooke you feel are racist (not equitable in nature)? Are their policies the Board should evaluate to ensure we are doing right by our community?
 - Danielle B. - Black boys and special education students are more impacted than anyone else with our school's behavior systems - we are always asking ourselves: are we doing the best we can with supporting these students?

- Marisa T. - we measure everything that is 'proper' socially through the lens of whiteness. I believe in discipline for my classroom, but I've learned over the years that the ideal I've internalized is based in whiteness.
- Questions from other Board members
 - Natasha W. - these are unprecedented times; if you could have anything, what would being seen and supported look like?
 - Digna C. - having more time to sit and process with kids; It feels bad cutting conversations short. Structure is good for school, but hurts ability to be with students individually.
 - Carrie S. - it's really hard to feel successful, and Brooke teachers are really driven to achieve. What it typically means to be a successful teacher is out the window.
 - Jonathan G. - thankful for the conversation and transparency - we are broken right now as a society. We need some sense of healing. Can't see achievement when the world is crumbling around students. Racism is active, breathing, living and growing... How can Brooke as a community respond and lead in the moment and help healing?
 - Digna C. - feels like ground level socio-emotional support should be baseline. Everyone has been affected and respecting and carving space for that is important. Normalizing mental health for our scholars.
 - Marisa T. - Brooke has made its name on success... we have an opportunity to transcend that. Could we rethink our purpose as an institution when it comes to education? In terms of connecting education to their place and purpose in the world?
- Board Business
 - Update on Remote Learning - Jon C. shared memo, welcomed questions from the Board on specifics (in the interest of time)
 - Questions
 - Tom O. - has there been any unexpected bright spots?
 - Jon C. - the Nearpod platform could be used in-person as well
 - Kimberly S. - Strong AP results from last spring, 60% of highschoolers made the honor roll this past quarter
 - Merry - do we have a sense of how other districts are doing?
 - Jonathan G. - do we have a general sense of how students are handling remote learning?
 - Kimberly - majority of students are doing well on remote attendance, learning etc. but the data doesn't compare to in-person

- Update on the audit process - Tom O. and Raul R.V.
 - Approved on Oct 23rd and submitted by the Nov 1 deadline
 - One update since the close - switched from institutions on a few floors which increased cost savings
 - Lauren - enrollment projections - are we being reimbursed well vs expectations
 - Raul R.V. - we always budget conservatively for the year. As of today, reimbursements are better than what we budgeted for.
- Fundraising Update - led by Hagar B.
 - Brooke Mattapan Fields
 - Annual Appeal pivot to a second push of the Brooke Community Relief Fund for the holidays to provide direct aid to families
- Board Culture Building: Anti-racist Orientation
 - In full group discussion and smaller breakout sessions, Board members will share and explore their personal experiences with race and racism

List of Documents Shared

- 9.10.20 BCS Board Meeting Minutes for approval
- BCS Board Of Directors 3-Year Priorities
- BCS Board of Directors 2020-2021 Fiscal Year Meeting Topics
- 11.19.20 Memo on State of Remote Learning at Brooke
- 9.30.20 BCS Q1 Financials Review against Metrics
- 11.19.20 Memo on Long Term Debt Refinancing and Supplemental Documents
- 11.9.20 BCS Development and Fundraising Memo

Brooke Board of Directors
Meeting Minutes: February 10, 2021
Virtual Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Jonathan Garland, Trevor Rozier-Byrd, Natasha Williams, Alex Finkestein

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip, Sarah Holden, Janette Kerr

Others in Attendance: Aaliyah-El Amin, Arianne Guerra, Dailin Morfa, Kimahri Testamark, Michelle Estrada, Joseph Mendoza

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Governance
 - Vote to approve the Board Minutes from November 19, 2020
 - Motion to approve with addition of Marisa Taylor as an attendant under Brooke Staff - noted by LaTasha S.
 - Seconded by Merry B.
 - All in favor - motion passes unanimously
 - Vote to approve further action on the Student Opportunity Act
 - Background and update from Jon C.
 - Passed a year ago to add funding to K-12 education, under stipulation of defining things we will do with the additional funds
 - Funding will come in next year - going forward, we will receive another request to further flesh out our intentions for the funds
 - Motion to approve - Devita M.
 - Second - Jonathan G.
 - All in favor - motion passes unanimously
- Deep Dive: College Success (planned by Kimberly and Latasha)
 - Panel of BHS grads and current seniors
 - Introductions - Three graduates from the class of 2020 and two current seniors in the class of 2021
 - Arianne G. - current freshman at UMass Amherst
 - Dailin M. - first-year at Denison University - considering international commerce major
 - Kimahri T. - currently at Howard - considering business major

- Michelle E. - current senior
- Joseph M. - current senior
- Questions (board members may list additional questions in the chat for the end)
 - When did you first think of or encounter the idea of college?
 - Ariane G. - middle school and her mom in 8th grade
 - Dailin M. - at Brooke, one of her first field trips visited a college campus
 - Joseph M. - middle school field trip to UMass Lowell - inspired him to consider college
 - Michelle E. - field trips were also an inspiration
 - When did you start planning for college?
 - Dailin M. - wanted to be a lawyer since she was young. Thought about what law school to pick and how the schools would help her. Parents and Brooke supported her, Brooke especially to explore the profession and school options
 - Joseph M. - sophomore year - college counselor asked him about interests (medicine) and helped him get into a summer program to get exposed to college life, which helped build a college list
 - Kimahri T. - having family that went to college. Brooke is also big on having students go to college
 - Ariane G. - college was always an end goal at Brooke
 - What classes prepared/are preparing you for college and how?
 - Ariane G. - AP Bio her senior year gave a strong foundation for Intro to Biology
 - Joseph M. - APush and AP Lang helped prepare his writing for college
 - Dailin M. - World History w/ Ms. Monaco - her research paper assignment prepared us to do proper research and write for content, not just length
 - Outside of COVID - what do you wish you knew before you went to college?
 - Kimahri T. - colleges humble you quick; Brooke is a small melting pot vs. a much bigger and more diverse campus
 - Ariane G. - so used to being at the top of the class at Brooke, but realized everyone is amazing at college and sometimes you'll need to ask for help
 - Dailin M. - you realize you're not alone when you struggle, and it's important to ask for help. There are support systems on campus for this!

- What additional supports do you think would be helpful to the next graduating class?
 - Kimahri T.- time management; knowing how to lay out a schedule
 - Ariane G. - Brooke could work to help create a self managing attitude in students
 - Dailin M. - Brooke could help students plan their day around different events and activities
- What advice would you give to Brooke students and then to staff, and to board members?
 - Kimahri T.
 - Students: Right now, everyone tends to be introverted, take a risk and reach out to folks.
 - To Faculty - reach out to students!
 - Dailin M. - Students: get a planner! Schedule your days... have a friend keep you accountable.. Make a space at home if you can.. befriend folks in your college classes
 - Ariane G. - Students: Colleges offer a lot of help: go to office hours, email professors.. Talk to other students - staff- reach out more!
 - Joseph M. - Students: use a planner every day, space out your assignments, try not to procrastinate
 - Michelle E. - Staff: please reach out to students (who are also freaking out under the pressure of COVID). It does help!
- Update on college counseling and college support (Janette K. and Sarah H.)
 - Sarah introduces herself - Director of Post-secondary Support
 - Questions from the Board
 - ~400+ alums - is this total up to date? Sarah H.: Yes- includes BHS. Her work centers Brooke alumni 4-6 years away from degree completion and/or working toward graduation, around 30-40% who have graduated - counting every single student who graduated Brooke 8th grade.
 - Are there formalized ways we connect with students regularly after Brooke graduation? Yes - Sarah H. does relationship building individually with students after graduation. She's had 400+ zoom meetings this past semester and sent 6,000+ text messages; BHS 2020 especially had a lot of support in the transition
 - What are you perceiving as diff in terms of support for the high school grads? What remains the same?
 - BHS grads are much more responsive and self managing, especially with admin tasks

- We should compare end of HS gpas with first semester college gpas.
 - Asking for help is a problem across all years, but BHS grads are able to name that challenge faster using those words
- Janette K. (Brooke High Director of College Counseling) introduces herself
 - Brooke High Class of 2020 was incredibly strong
 - Currently 2021 seniors are getting amazing financial aid packages (despite EFCs above \$0); state schools are generous
 - Challenges - getting Brooke students to leave the nest - having independent motivation to own their work. Our scholars can be a bit sheltered.
 - Financial aid is confusing “for a reason” and represents a continued challenge working with students and families
- Questions from the Board
 - Are we doing well matching students to schools? If not, how do we do it better? Janette K. feels we are doing a great job matching students... NOT telling students where to go, but giving them the best range of options.. It’s about what they want and where they want to go
 - She relies heavily on US News and Pay Scale for ROI for low-income, first generation students
 - Centering not just college, but life after college (as little debt as possible!)
 - Applying by early action deadlines
 - When do you first interact with students? Janette K. prioritizes seniors in the fall and juniors in the spring; a bigger team would help us engage freshmen and sophomores earlier on in the college thinking process
 - What does success look like for Brooke students in 10 years? Janette K. - Moving from 30% to 65% of students completing their degree within four years
- Board Business
 - Update on remote learning - Jon C.
 - There will be a deep dive on this topic in a future meeting this year
 - Our priority is bringing in K-2 students (in person for families who want it), who have the most issues just learning. Grades 2-12 have less issues, but there still are struggling middle and high schoolers
 - Many teachers are holding strongly on waiting for a vaccination options prior to an in-person return
 - Update on Fundraising - Hagar B.

- We are doing well! Our second push for the Brooke Community Relief Fund was very successful and we are proud of how we have come together as a community to uplift struggling families, despite it being brief.
- Board Culture Building: Anti-racist Orientation
 - In full group discussion and smaller breakout sessions, Board members will share and explore their personal experiences with race and racism

List of Documents Shared

- 1.15.21 BCS FY21 Annual Appeal Thank You Email
- 11.19.20 BCS Board Meeting Minutes for approval
- BCS Student Opportunity Act Plan SY21-SY23
- BCS Governance Committee updates on FY21 priorities
- FY21 Brooke High School College Counseling Vision, Team and Milestones
- Brooke High School College Success Program Overview & By the Numbers
- 2.3.21 Memo on State of Remote Learning and Prospects for Reopening
- BCS COVID-19 Dashboard as of February 2021
- DESE Presentation on COVID vaccinations for K-12 educators
- 2.3.21 BCS Development and Fundraising memo
- Brooke High School Athletic Fields Capital Campaign Committee List , Committee Prospects and Campaign Timeline
- FY21 Q2 Brooke Financial Board Report & Vendor Demographic Data

Brooke Board of Directors Meeting
Meeting Minutes: March 25, 2021
Virtual Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Jonathan Garland, Natasha Williams, Alex Finkestein, Tom O'Rourke

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip

Others in Attendance: Aliyah El-Amin

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Updates/Discussion (Merry B.)
 - Vote to approve the Board Minutes from February 10, 2020
 - Devita M. motions
 - Jonathan G. seconds
 - All in favor- motion approved unanimously
 - Update on board assessment process
 - Lauren K. is leading on this process; she has revisited past assessments and feedback to guide improvements
 - This year's assessment will take place following the May board meeting
 - Update on Co-Director review process
 - We did not conduct an assessment last year due to COVID-19; we are restarting these efforts
 - To both be thorough and respect staff time, this will take longer than usual. The cycle will return to its typical timeframe next year
- Deep Dive: Talent (Natasha W. and Jon C.)
 - Objectives
 - For the board to gain insight on what staff and student data is telling us
 - To serve as a foundation to align on indicators of organizational health
 - Goal-setting: identifying priorities, key headlines, and how to improve upon our process
 - Ice Breaker: Think about a time when you were at your best professionally/academically. What was true about the workplace/school culture?
 - Devita M. - I'm given a lot of responsibility, but also given a lot of information

- Tom O. - there is a culture of excellence, but room to maneuver and fail without too much consequence
- Merry B. - sense of empowerment/autonomy, human connection and friendship, where my curiosity is continually stimulated
- Jonathan G. - stresses collaboration and sharing ideas, putting personal feelings aside and making the work as good as it can be
- LaTasha S. - when my creativity is allowed to manifest, and we often celebrate what is going right; allows for collaboration, innovation and risk
- Natasha W. - trust is a critical component of my academic and professional success
- Why do we care about the data?
 - Data can help us understand what we are doing right, whether we are creating the equitable and inclusive environment we aspire to
 - Observations from the data we shared:
 - Devita M. - curious about the questions vs just the scores
 - Aliyah E. - wondering about score differences between white and nonwhite respondents
 - LaTasha S. - does when students are given surveys (MCAS time, etc.) make a difference/skew the data?
 - Tom O. - important to identify what is resonating or is correlation vs. causation
- What data do we have on staff engagement at Brooke?
 - Leadership survey - administered twice per year
 - Workplace Satisfaction - sent out once near year-end
 - Student survey - done twice per year
 - How are we splitting out data
 - Identifies as non-white vs. identifies as White
 - Instructional vs non-Instructional
 - If we splice data more ways it starts to become less C anonymous because sample size becomes too small
 - LaTasha S. - does data differ between December and June results wise? Kimberly S. - scores are generally lower in June than they are in December.
- Survey Summary
 - Overall favorable, with some difference between student and leadership responses
 - There is a dip, with recovery after 2018
 - Relatively low variance between campuses (15% or less)
 - Explaining the dip and rise (internal assessment)
 - MCAS falling from our peak and rising again after 2018
 - Evaluating ourselves as an organization in the wake of ongoing racial injustice in our nation; Our initial approach did not meet the moment. More recently, we have latched on to Theresa Perry's

Culture of Achievement, using that model to make our culture even stronger

- The data tells an incomplete story as COVID affected our ability to track last year
- Merry B. - what does your internal assessment tell you about last year?
Jon C. - that we would have seen another uptick.
- Network-wide workplace satisfaction data
 - The gap is closing between white and nonwhite staff- a lower % of white staff declared satisfaction, while a higher % of POC staff reported satisfaction
 - Our progress toward our goal is incomplete; we want to close the gap while raising satisfaction across the board.
 - LaTasha S. - what about responses and years of experience overlap? Jon C. - we don't slice the data this way at this point
- Wonderings and things we want to understand going forward?
 - Natasha W. - would love to see more qualitative information and overlap with tenure
 - Tom O. - ability to track these observations by cohort is exciting. To what extent are we able to operationalize this data?
 - Jon C. - has already heard great ideas tonight on how to get more from the survey opportunities
 - Kimberly S. - the leadership surveys are much more actionable, as we get these around mid-year. Student surveys are harder to operationalize. We get insights on certain teachers, but harder to act on it.
 - LaTasha S. - is there a space where respondents can express whether their concerns are heard from mid-year to end year?
 - It would be helpful to see the questions!
 - Do we have exit surveys information?
 - Could we have an external partner do climate surveys?
 - Aliyah E. - do we track retention by race and gender? Kimberly S.- Yes.
 - Devita M. - are we tracking retention of ATs of color? Jon C. - yes, this information is in our recruitment/retention report on the website, with the exception of specific exit data
 - Aliyah E. - are there questions on the student survey that address how students may feel about the school?
 - Kimberly S. - this used to be something done in the past - she is interested in bringing it back.
 - Brooke High and Eighth Grade Academy surveys - need updated trendlines, and their data doesn't go as far back as the K-7 schools. The survey structure is also different as we are administering to older students.

- Jonathan G. - the ability to be transparent and honest about not being 'there' yet, could be a good recruitment tool. Especially when we consider recruitment of teachers of color
 - Next steps: Jon C. and Natasha W. will consider this feedback in adjusting the June surveys before they go out, and aggregate June 2021 data for the September 2021 board meeting.
- Remote Learning and Re-Opening School
 - K-5 reopening plan beginning April 5th
 - Plans for grades 6-12
 - Middle school: reopening April 28th (50% have opted to return)
 - High School: reopening May 3rd (20% of students have opted to return)
 - Questions?
 - Devita M. - how will instruction happen for remote students? Kimberly S. - synchronous concurrent will only happen at BHS and/or with ELL students; elementary and middle school teachers will teach specific, separate remote and in-person cohorts.
 - Jonathan G. - what do you anticipate in terms of the transition? Socio-emotional, etc.? Kimberly S.- we will do case by case as things come up. We have school psychologists at each school who will try to be responsive especially with in-person students.
 - Natasha W. - I was struck by the trends of choices to be remote - older students are more in favor of remote? Kimberly S. - some of it is child care - some of it is travel hesitancy with families worried about students. Some of it is not wanting to disrupt a good remote routine and good grades with a sudden transition.
 - Devita M. - graduation? Kimberly S.- we just received guidance from the state on graduation the other day - we may just do an outdoor ceremony again.
 - Merry B. - first reaction was appreciation of detail and rigor. What about staff readiness to come back? Many seemed fairly hesitant in February. Has staff sentiment moved forward since the state directive?
 - Kimberly S. - staff sentiment is, 90+% are coming back
 - Jon C. - once the momentum was there, teachers got with it; Once it wasn't a Brooke-level decision. Staff would rather prepare than have just 2 weeks notice. Regardless of whether they agreed with the directive or not. Some teachers are still nervous!
 - Devita M. - do we require teacher vaccinations? Kimberly S. - No; we are not tracking it (as it is personal health information), but Mark is helping folks get appointments if they have issues. Testing though, is mandatory for staff who are not fully vaccinated.

- Natasha W. - what is the cost to Brooke for pooled testing? Jon C. - It is covered by the state through April 18th - we suspect it will be covered further.
- Board Business
 - Fundraising (Hagar B.)
 - Biggest focus for the remainder of the year: closing on any remaining gifts and continued fundraising for the Brooke Mattapan field project . Brooke just secured \$100k in CPA funding for the fields following the city's final vote.
 - Next capital project: Brooke High School athletic fields. Committee formed and in the process of determining early budget
 - Financials (Yvette P.)
 - New market tax credit unwind for the development of Brooke Mattapan and East Boston (future board vote)
 - Understanding vendors and spending - supporting more black and brown businesses. Yvette P. and Raul V. worked to survey all our current vendors to better understand how to spend our money within the local community
- Board Culture Building: Board Vision Setting (Merry B. and Jon C.)
 - Discussion of article on board governance models.
 - What resonated with you?
 - Devita M. - when to have executive session; especially liked the "trust and verify" approach.
 - LaTasha S. - a fan of the shared governance model
 - Natasha W. - partnership is leadership in management; governance style can shift situationally
 - Alex F. - also likes "trust and verify" framework
 - Jonathan G. - shared governance is natural for this board; subcommittees allow for individual members' expertise to shine.
 - Kimberly S. - partnership is how i manage people - our board should mirror our org practices, with room for autonomy
 - Review and respond to various scenarios that require board engagement (Breakout Session)
 - Summary for Group 1: Jonathan G. - under shared governance, there is:
 - Understanding history of Brooke and foundational learning
 - Board should be a reflection of the administration and vice versa; this becomes a carrier of culture for the entire org
 - Representative voices
 - Revisiting metrics regularly and co-investigation
 - Summary for Group 2 (Hagar): Laying the foundation for shared governance

- Digging in on committee work
- Board members coming in ready to work on the meatier questions, having reviewed the packet each time
- Working together to develop the what, with school leadership determining the how
- Thoughtful process that helps staff feel they are helping to create priorities, and not just receiving them

List of Documents Shared

- 2.10.21 BCS Board Meeting Minutes for approval
- FY21 Co-Director Performance Review Overview and Timeline
- 3.19.21 Memo on Remote Learning at Brooke
- 3.25.21 BCS Finance Update Memo
- 7.1.20 Memo on Vendor Demographics and Spending
- 3.19.21 BCS Development and Fundraising Memo
- Board Vision Reading and Reflection Questions

Brooke Board of Directors Meeting
Meeting Minutes: May 13, 2021
Virtual Zoom Meeting

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Jonathan Garland, Natasha Williams, Alex Finkestein, Tom O'Rourke, Trevor Rozier-Byrd

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring, Yvette Philip

Others in Attendance: Dwight Berg

Meeting Minutes

- Open Meeting Protocol
 - Calling meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Updates/Discussion (Merry B.)
 - Update on reopening, Brooke High School leadership, and the Class of 2021
 - Danya Wallace, current Brooke Mattapan assistant principal, has been selected to serve as the Principal Fellow and Assistant Principal for Humanities - She brings over a decade of teaching experience and before this role, she helped to build a strong school culture at Brooke Mattapan.
 - Class of 2021 updates
 - Graduation will again be socially distanced; looking forward to a celebratory, safe event
 - Class of 2021's college matriculations
 - Questions
 - Have grad rates and credit completion been impacted by COVID-19?
 - Kimberly S.- this is our smallest class and always has been; a few students in specialized programs will graduate winter 2022. Some students may also need the summer to finish their requirements
 - A few students are afraid to travel to college right now; we are working with them!
 - Alex F: What % of students have been accepted? Did students get the financial aid they needed; Kimberly S.: We plan to track this further. In terms of financial aid, most students were sadly not \$0 EFC (Estimated Family Contribution), though the calculation method will change after this year to hopefully be more inclusive. We often

- have to counsel students to consider schools that minimize financial gaps.
 - Natasha W: Are students accessing scholarships available inside/outside the Brooke network? Kimberly: Brooke High School has a few scholarships, but they are very small
 - Jon C. creates space to answer any questions about reopening in-person school this spring. This week marks the first with 0 positive tests in our pool testing! Less classes have to be shut down
 - Vote to approve the City of Boston's Community Preservation Act (CPA) Authorization
 - Hagar B.- updates on the Brooke Mattapan fields project are included in the development memo
 - Motion for vote
 - Seconded by Merry B.
 - All in favor - motion passes unanimously
 - Financial update
 - Yvette P. shared materials via the board packet ahead of this meeting
 - Board vote on the resolution to move forward with the unwind and allow Tom O. (treasurer) to sign off on the action
 - Alex F. motions
 - Seconded by Merry B., Devita M.
 - All in favor - motion passes unanimously
 - Vote to approve the 2021-2022 school year budget
 - We are allocating ESSER II funds to staff expansion, facilities work, and potentially some expenses associated with construction of the Brooke Mattapan fields
 - Tom O.: Good to see Brooke is in good financial standing, figuring out our spend federal funding was a concern but it is great to now be progressing on that
 - Motion to approve
 - Tom O. motions
 - Seconded by Merry B.
 - All in favor - motion passes unanimously
- Board Governance
 - Approving minutes
 - Motion by Devita M.
 - Seconded by Alex F., Tom O.
 - All in favor - motion passes unanimously
 - Merry and Devita have begun the co-director formal review process (restarting this cycle after a few years)- more information at our next meeting
 - Adding a June meeting for our Brooke Charter Renewal
 - Mark L. (Brooke COO) is leading on the Charter Renewal process

- The Board will formally vote on this in a month or two (the last week in June).
 - Jon C. and Mark L. will be sure to share the materials ahead of time.
- Deep Dive: Board Planning for Next Year (led by Merry B.)
 - Reflections on board learning during the past year as we seek to set priorities
 - Planned three year arc for the board: the first year dedicated to learning; while the second year (which we are entering) is about setting board and organizational priorities
 - This year we set a board scope and sequence, engaged in anti racist practice and trainings with Aliyal El-Amin, discussed the relationship between board and management, had board members co-lead deep dive topics based on what they wanted to learn more about (DEI, college success/readiness, talent/culture, etc.)
 - Plan for SY22: developing priorities and a plan
 - We are going to take input from this session, the co-director performance review and the board assessment to set a plan over the course of this coming year.
 - Board reflection round robin: Learnings, curiosities, opportunities for further support, and prelim ideas on priorities?
 - Tom O: Really enjoyed getting to know board members through the anti-racism PD and in general. Board has been purposeful in programming, special modules are worthwhile. In terms of next year, how can members bring their unique skills to be additive to the things our school community is already working on?
 - Alex F: Would love to hear a 5 or 10 year plan from the co-directors to strategize with the board. Enjoyed opportunities to get to know other members more deeply, as well as the BHS junior/senior panel; looking for more ways to interact with students and teachers one on one.
 - Devita M: My favorite things will always involve spending time getting to know our schools and students, having informal conversations; Next year - looking forward to getting to know other corners of Brooke and how the Board fits into Brooke's strategic plan.
 - Jonathan G.: Enjoyed the anti-racist workshops - taking that on as an organization working with the community that we do. Making that ongoing and ingrained in the Brooke culture vs doing it just once. See the board as a support base for Jon and Kimberly. Looking forward to a post-pandemic Brooke and the creative approaches that may come, especially mobilizing around future facing goals

- LaTasha S.: Felt welcomed as a new member. Would like to learn more about co-director vision: what gaps are there that we can't immediately see? Is interested in expanding college success and postsecondary support, even financial aid? Would like more panels with parents and families.
- Natasha W.: Grateful for strength of Jon and Kimberly's leadership, as well as the strength of the team under them (both very difficult to have during this time)! Would like more panels - Hearing from people yields valuable insights (like knowing teachers want to reach students more, or knowing rising seniors and college freshmen all recommend planners!) Survey data can help us engage different slices of the community we serve. We already have the mechanisms to do this. ESSER grant funding could present new opportunities for pilot initiatives (as long as they don't disrupt what works well at Brooke!)
- Trevor R.: The board has grown to know one another better this year; Looking forward to bigger contributions through being in the schools and providing support at events; also interested in supporting matriculating seniors; looking forward to more DEI work at all levels of the network.
- Merry B.: Has enjoyed getting to know leadership better, while understanding we only meet a sliver of the folks making the work happen; wants to build relationships in-person with students, teachers and families; also interested in understanding where the board fits in Jon and Kimberly's long-term vision; leveraging ESSER funds in service of network's theory of change
- Heads up on the upcoming board assessment survey
- Dates for 2021-2022 board meeting - Hagar B. would like to confirm these dates as soon as possible. She will begin contacting the board in the coming days to finalize the schedule of meetings.
- Board Culture Building: Anti-Racist Orientation
 - In full group discussion and smaller breakout sessions, Board members will share and explore their personal experiences with race and racism.

List of Documents Shared

- 3.25.21 BCS Board Meeting Minutes for approval
- 5.17.21 Memo on Reopening at Brooke
- Brooke High 2021-2022 Org Chart
- Brooke High Class of 2021 College Acceptances and Commitments
- 5.7.21 Proposed FY22 Board Meeting Calendar
- 5.7.21 BCS Development and Fundraising Memo

BROOKE CHARTER SCHOOLS

**Board Committee
Meeting Minutes
2020-2021**



**Brooke Charter Schools
Board Governance Committee Conference Call
August 5, 2020**

MEMBERS IN ATTENDANCE:

- **Brooke Board Members:** Merry Boak, Lauren Kushman, Devita McConnell, Trevor Rozier-Byrd, Alex Finkelstein, LaTasha Sarpy, Jonathan Garland, Natasha Williams
- **Brooke Staff:** Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring

AGENDA:

- Updates on Brooke's Reopening Plan
 - Background
 - To date: gathering community input began with a staff survey sent out two weeks ago to gauge staff interest in remote vs. in person learning for SY21. Just finished the third parent/family survey + a number of zoom calls with groups of families.
 - Previously, we had hoped to offer in person for K-5 (as these students were most heavily impacted by the sudden change to distance learning) and then hybrid for the older kids
 - Summary of factors impacting a potential hybrid learning plan:
 - Staffing issues - We would need to hire more staff to make the ratio work. 20% of staff have indicated they either have a condition or live with someone who has one/is immunocompromised. Also worried internally about staff morale (strong concerns were expressed by some in the 40% of teachers that questioned a hybrid plan).
 - We don't have access to prompt and random testing, which means if someone is symptomatic, we won't be able to respond quickly beyond closing on suspicion. If Mass. infection rates continue to tick upward, all the work we would have done to go hybrid would also be for naught.
 - Families of students have slowly changed their minds as the numbers have risen and the actual school start date approaches...
 - Between the second and third family survey, families' support of a hybrid learning plan dropped from 70-60%. We suspect that rate will drop further as worries mount around a second wave.
 - Studies in Korea and the NYT show that teens and younger kids are actually carrying a larger viral load than we initially anticipated
 - Questions:
 - Devita - How many kids will need in-person support? How will student transport be handled?

- Jon - not sure about transportation. We have data showing which kids are high-need, but don't know about families will have the option to opt-in. 50 or fewer kids in person, estimated in this group
- What are the decisions we are seeing so far within other charter networks?
 - KIPP and Excel are going remote
 - Mark - out of 15 charters statewide, 4 may go hybrid, and the rest will most likely go remote
- Alex - what are the timeframes and milestones that would support progression toward a full reopening?
 - Those details are forthcoming, with a priority on flexibility when it comes to transmission milestones
- Natasha - Do you have concerns about teacher morale and retention? Especially when it comes to sickness and childcare?
 - This was a definite strike against hybrid, because even one teacher being out would send the whole learning plan into flux
 - We were also concerned about losing teachers to schools offering full remote programming
- Natasha - what changes do you plan to make structurally to fortify remote learning?
 - 3-7 need more structure
 - K-2 may not be able to do whole class meetings - asynchronous learning would work better here
 - BHS will move toward synchronous classes and schedules
 - Clubs and enrichment will move online, where able.
 - With the decision between hybrid and remote out of the way, we can now focus on how to prepare to deliver the best instruction possible in these circumstances.
- Devita - sustained internet? For students and families?
 - We worked to help families access these resources back in March. We don't know how long Comcast is offering free internet, but will continue to check in with families in case future support is necessary.
- Lauren - feedback channels as time goes on?
 - Surveys and Zoom meetings have gone well for gathering feedback
 - May also do monthly surveys to students and families to guide individualized support
 - Continuing to struggle with families who have inaccurate contact information.
- LaTasha - potential financial impact?
 - Going remote will have cost savings. (bus monitors)
 - We'll still be able to help staff families cover childcare

- Jonathan - what is happening with MCAS?
 - State wants moratorium on charters/MCAS for the time being, but we would like to proceed with them to help us understand how learning is being impacted vs regular indicators.
 - APs are happening as take home exams virtually.
 - SATs will continue this fall, students will only report scores if they are beneficial to their applications.
- Board Round Robin for final thoughts:
 - Devita- remote feels right, hope in-person for students with high needs goes well
 - Alex - supportive of the decision
 - Jonathan - respects the flexibility despite this feeling like one huge experiment
 - Natasha - thank you for prioritizing staff morale, culture and agility of the team
 - Trevor - leadership is hard, respect the responsibility to staff and families
 - LaTasha - even as someone with a child at Broke, this feels like the best decision for all campuses
 - Lauren - decision felt inevitable, sad, but in support
 - Merry - felt like an 'impossible decision' - but it was great that you took the time to hear from the most important stakeholders to said decision.



Brooke Charter Schools
Board Development and Communications Committee Conference Call
September 5, 2020

MEMBERS:

- **Board of Directors and Ambassadors:** Imran Eba, ~~Alex Finkelstein~~, Jonathan Garland, Divya Mani, LaTasha Sarpy
- **Staff:** Hagar Berlin, David Jordan

AGENDA:

- **Introductions - New members** - LaTasha Sarpy and Jonathan Garland
 - LaTasha is a professor at Bunker Hill Community College; has kids at Brooke in 1st and 8th grade
 - Jonathan was the lead architect for designing the Brooke High facility and maintained a great relationship with several Brooke folks.
- **Remote Teaching and Learning**
 - Website refresh (See www.ebrooke.org homepage)
 - In summary: remote learning is our best option to offer a safe and quality education while doing right by our kids.
 - Detailing how remote learning will be different that it was this past spring
 - Divya - how is this affecting enrollment? Boston Latin made an error in calculating GPA for charter students (including some Brooke 8th graders), added 60 more spots for students
 - Social media
 - Divya - Virtual Neighborhood get together - how to empower students and families further? School spirit days? Virtual check-ins with parents via social
 - Ideas to pass on to PIC to help guide them
 - HB to be in touch with PIC to shine a light on their efforts via social media
 - Other communications - upcoming
- **Fundraising**
 - FY21 goal setting
 - Setting a very conservative fundraising goal given shifting circumstances this coming school year
 - Moving forward with the Athletic Fields campaign, but at a much slower rate.
 - Donor cultivation focus
 - "Impact and Input" survey - brainstorm
 - "Because of you, we were able to..." - we are so grateful and we want to strengthen the relationship
 - What prompted you to give to Brooke this year
 - What virtual events would you be interested in

- Would you give again to Brooke beyond the relief fund
- How often should we communicate with you?
- Menu of ways to stay engaged? Type of content?
- Teaching
- LaTasha was sold on Brooke by seeing what Brooke students and teachers are doing - make sure we show folks what Brooke folks are doing
- How many new donors, how many families supported, profiling the donors who supported
- Multifaceted - financially, socially, academically



**Brooke Charter Schools
Board Governance Committee Conference Call
October 30, 2020**

MEMBERS IN ATTENDANCE:

- **Board of Directors:** Meredith Boak, Devita McConnell, Lauren Kushman, Trevor Rozier-Byrd
- **Brooke Staff:** Hagar Berlin, Jon Clark, David Jordan

AGENDA:

- Review goals set at the previous meeting and discuss next steps:
 - o Goal #1: Recruit at least two new members to the Brooke Board
 - Merry and Hagar met last week to do some early brainstorming around board prospects/candidates
 - Reminding folks of priorities at upcoming board meetings to spur further input
 - Aiming for more community connectedness in Boston and Chelsea
 - o Goal #2: Develop and conduct a board assessment during the year
 - Merry and Devita did do a mini board assessment this year to come up with these goals for the board
 - Will someone else step up to have a future board assessment - used to do a retreat each year before the board assessment (Lauren) and review that during the board retreat in March, annual meeting in May or to follow up in September
 - Lauren will spearhead that process again
 - o Goal #3: Implement performance reviews for Jon Clark and Kimberly Steadman
 - Approving compensation, etc. before the fiscal year starts, would this happen at the annual meeting in May
 - Goals from jon and kimberly, self assessment from them, speaking with folks who report to them...
 - Devita and Lauren have documentation for this old process - to revamp for a new review process?
- Discuss board meeting structure based on board priorities. (See attached board priorities memo for reference)
 - Brooke Community Priorities
 - College Engagement/Success
 - Talent/Succession Planning
 - Diversity and Equity
 - Incorporating Student and parent voices
 - There will always be (in addition to board business):

- Deep Dive topics
 - Time to assess board culture
 - Wanting active board engagement and inclusion - each member has a section of a board meeting they will own.
- Review Board Meeting Agenda for November 19th
 - Review attached draft agenda
 - Panel on school culture
 - Update on remote learning - Jon will provide a memo
 - Fundraising update - Annual Appeal will become a plug for continued grants to families. Board members will likely be asked to send out personal emails and plug the fund on social media, rather than signing print letters
 - Anti-Racist orientation with Aliyah El-Amin - will be the first of several sessions
 - Discuss any suggested additions or changes to the content
 - Adding portion on detailing board recruitment priorities
 - Decisions on invitation style for the teacher panel
 - Conversations + Surveying



Brooke Charter Schools
Board Development and Communications Committee Conference Call
October 30, 2020

MEMBERS:

- **Board of Directors and Ambassadors:** Imran Eba, Alex Finkelstein, Jonathan Garland, Divya Mani, LaTasha Sarpy
- **Staff:** Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA:

- FY21 Fundraising Update (10 minutes)
 - Fundraising progress to date
 - Donor survey results
 - Great open and click rate, but low clickthrough(response) rate
 - Does give a picture of the most engaged supporters
 - Now we have a context from which to improve donor surveying
- Athletic Fields Opportunity (15 minutes)
 - Brooke Mattapan Athletic Fields opportunity via the Lewis Family Foundation
 - Received a challenge grant - we have to raise the other half
 - Will likely need to raise the funds by March
 - Will be open to the community after school hours
 - Turf choice? Irrigation? Lighting for nighttime sports games?
 - Security cameras and lighting have been considered
 - Turf decision is not final
 - Mark Loring (Brooke COO) has laid out an initial timeline, hoping for things to be done over the summer
 - Overall impact on Fundraising (Imran)?
 - Most portfolios don't seem impacted for us
 - We didn't do a ton of fundraising over the summer, our needs were not as urgent around the close of the school year
 - Hagar - this will be a nice way to gear up to the full athletic field campaign in a meaningful way
 - Brooke High School Athletic Fields: need to create a timeline, strategic plan, and identify committee prospects
- Year End Fundraising Appeal (15 minutes)
 - Focus campaign on another round of Brooke Community Relief Fund grants
 - Canned messages to post on social media (Imran)
 - Strike regular letter/mail to less people overall?
 - Asking for just one thing per year - vs multiple campaigns (Alex)
 - Having families come to the school to pick something up?
 - Food/Grants? An either/or, and not an and.
 - Problem solving grant distribution, esp. giving grants before the break, even if

- gifts arrive later
- How best to engage board members in this initiative? Maybe not letters, just email
- Rethinking the Annual Report (10 minutes)
 - Proposing a streamlined version of the booklet
 - For reference, here are links to annual reports from 2019 and 2018
 - Potentially, there are things we should change around the structure of the report, but not limit showing the volume of all the things we are doing - there is some optimism to spark here
 - We won't have nearly as many photos as a typical year
- Communications (5-10 minutes)
 - Remote learning homepage
 - Other highlights in the next two months
 - Deeper dive into remote learning with the homepage + a potential photoshoot to capture what that looks like professionally, but this effort has several obstacles and is TBD
 - Communications will also grow around grants to families throughout the holiday season
 - Remote Volunteering - Brooke High School is interested in a remote Science Career Night - target toward science professionals who are already doing a lot of thinking about COVID?



Brooke Charter Schools
Board Governance Committee Conference Call
January 26, 2021

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Lauren Kushman, ~~Trevor Rozier-Byrd~~
- **Staff:** Hagar Berlin, Jon Clark, David Jordan

AGENDA

- **Board Assessment Next Steps**
 - We initially planned to deprioritize this goal (Board Reflection)
 - Does that decision still hold?
 - Lauren opens with background: We started these in 2012 alongside the annual March Board retreat
 - Decision to push this assessment back as March feels too early given this year's priorities
 - Plan give out at May meeting and review at the September meeting
 - Questions/Responses
 - Devita agrees with pushing it back and appreciates the change of focus
 - Jon, Hagar agree; Lauren to pass along to Jon, who will pass along to director of data (Doug S.) to review for whether questions are good for collecting data
- **Co-Director Performance Review New Steps**
 - Project components for Co-Directors' 360 review
 - Timeline for 2020-2021; proposed review in May
 - Current projection: Direct reports and board may provide feedback during the months of April and May
 - Conversation with Co-Directors in June
 - Summer time allows co-directors to come up with goals for the following year building off the conversation
 - Aim to **have** the final review done in September instead, which throws off the timing a bit, but also is conscious of the year
 - Timeline for future years; possibility for fall review?
- **Review Board Meeting Agenda for February 10th**
 - Review attached draft agenda
 - Giving as much time to College Success and COVID impact as possible

- Board business- really short, including Student Opportunity Act
- Deep Dive
 - Panel of 4 students - 2 in 2020, 2 in 2021 - focusing on preparation, planning (25 mins)
 - Board welcome to add further questions to the panel
 - Followed by 15 minute update from Sarah/Janette on the overview of college admissions and post placement support
 - 5 minutes for member questions - open doc for Kimberly to accept feedback and key takeaways from the meeting
- Discuss any suggested additions or changes to the content
 - With meatier board meetings, should they become a bit longer to maximize opportunities for feedback?
 - Aliyah sessions - should there be more framing on how to listen/ when to share?

COMMITTEE FY21 GOALS

- *Goal #1: Recruit at least two new members to the Brooke Board*
- *Goal #2: Develop and conduct a board assessment during the year*
- *Goal #3: Implement performance reviews for Jon Clark and Kimberly Steadman*



Brooke Charter Schools
Board Development and Communications Committee Conference Call
January 29, 2021

MEMBERS:

- **Board of Directors and Ambassadors:** Imran Eba, Alex Finkelstein, Jonathan Garland, Divya Mani, LaTasha Sarpy
- **Staff:** Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA:

- Updates (25 minutes)
 - Fundraising progress to date - \$1MM Fundraising goal - we are over 80% of the way there, and it's likely we will exceed this goal.
 - Brooke Community Relief Fund
 - Huge surge of community support in response to HUGE demand from families still experiencing employment and housing instability
 - Imran - will we have yet another round of the fund?
 - We do have a waitlist open for first time grants to families we haven't heard from, and we have no current plans for another round of the fund.
 - If the situation continues to exacerbate family need, we can of course consider another round. Our community well-being is of the utmost importance in our work as educators
 - Annual Report creation and distribution
 - Spearheaded by Kate!
 - Will be going out this friday, alongside an E-version attached to an eBlast
 - Science Career Night
 - Small group structure, based around vaccines? 1hr session, 15 min panel, small breakout groups with students
 - Less students than the original iteration of the event, aiming for async instruction time in the afternoon (to boost attendance from our high schoolers)
 - Will this change affect attendance of volunteers?
 - Jonathan G. is willing to help with contacts
 - Our goal is to have a diverse set of science career professionals, esp Black and Latinx
 - Athletic Fields Projects Updates-
 - Brooke Mattapan Athletic Field
 - Project Update: transforming a grassy mound into a flag football field, expanded playground; timeline currently has completion set for Fall 2021
 - Fundraising update

- Budget has risen over time, from \$400k to over \$1MM b/c of retaining wall and expense to move the ground of the grassy mound.
 - Lewis Family Foundation has committed with a Match challenge grant
 - We are in the decision process on receiving \$100k in funding from CPA
 - We are in the decision process on receiving potentially \$375k from an anonymous funder
 - Next question is what to do with the remaining gap in funding to reach \$1MM worth
 - Jonathan - there is less competition in the open space pool of grant funds
 - Hagar - received feedback last year that it would be helpful if they were funding something already having a matching grant.
 - Jonathan - some banks have double impact funds seeking out opportunities to help youth in communities.
 - Hagar - if we have some gap in this smaller campaign, would we fold it into the bigger capital campaign?
- Capital Campaign for Brooke High School Athletic Fields
 - Campaign committee and prospects: timeline for Fall 2022 or Spring 2023
 - Initial steps re: creating a pyramid, timeline, pitch deck, etc.
 - Need a budget to begin fundraising asks
 - Jonathan - PM&C could be a good group to put together some actual numbers on budget for the fields (they helped with the high school building back when Brooke worked with Arrowstreet)
 - What type of events could fall within this campaign? Fields kickoff being a 20yr anniversary celebration
- Advocacy Week (15 minutes)
 - Activities and components outlined in the MCPSA deck
 - 'Week' this year due to COVID-19, desire for families and charters to work together to push for funding and block negative legislation
 - Ask: Bringing in 10-15 members to participate in Zoom calls during a few weeks in March
 - Recap Brooke's recent history with advocacy
 - Jon Clark (Brooke Network Co-Director) and LaTasha have been really active around the height of Question 2, and since have stepped back to focus on strengthening our schools and the high school
 - LaTasha feels it's important for Brooke to have a seat at the table as a pioneer in the charter world. She believes there is enough interest with PIC members who are waiting to be called on to help advocate.
 - It's good that we took a break to make sure our HS is excellent

- Now that everything is remote, this is a way more accessible way to re-engage parents
 - Jon - is happy to support and agrees with LaTasha.. But we don't have the staff bandwidth to do phone banking and mass campaigning as we did in the past (given reopening and Kimberly working full-time at BHS)
 - Hagar and Kate can help LaTasha with any needs she may have re: advocacy.
- How do we want to engage the full board? The broader Brooke community?
 - LaTasha would like to engage parents BEFORE the board. We don't *need* the board but if we were to need 1-2 additional folks, engaging board members would make sense



**Brooke Charter Schools
Board Governance Committee Conference Call
March 12th, 2021**

MEMBERS IN ATTENDANCE:

- **Brooke Board Members:** Merry Boak, Lauren Kushman, Devita McConnell, Trevor Rozier-Byrd, Alex Finkelstein, LaTasha Sarpy, Jonathan Garland, Natasha Williams
- **Brooke Staff:** Hagar Berlin, Jon Clark, Kimberly Steadman, David Jordan, Mark Loring

AGENDA:

- Co-Directors Review notes
 - Haven't added any more detail/talks since January
 - No major edits from KimberlyJon
 - Lauren - compensation update be a part of the timeline?
 - Hagar to nudge Lauren on data collection
- Board recruitment
 - Hagar has asked around about names to add to our pipeline list
 - She is worried about having a new member to add on by the end of the year.
 - Lauren is transitioning off
 - Idea of adding a Brooke alum to the board? (Lauren)
 - Jon's previous recommendation for someone with ties to East Boston just got elected to the Boston School Committee. So they should be moved off the matrix
 - Devita - feels like she needs an in - should we talk to East Boston principal, parent association and get an idea of community pillars?
 - Hagar - should we run some community engagement events from East Boston?
- Review Upcoming Board meeting agenda
 - Jon and Natasha will do a deep dive on talent
 - Natasha is interested in workplace engagement and satisfaction - we will present that in context and align with student achievement data, etx
 - How can we think about presenting that data regularly to the board?
 - Lauren - does Brooke do the TNTP insight survey?
 - Jon - no, we don't; we did do it once, but no longer do; there are a lot of questions we want to ask in our own way
 - The disadvantage is we don't compare to other charter networks easily
 - Is there anything around pipelines? Teacher to leader
 - There will *not* be this time around - we should consider a sub-presentation on this.
 - Remote learning and reopening updates

- Jon - we will try to write up as much as we can and save the majority of the time for questions
 - We are restricting visitors
- Board business
 - Fundraising - Two athletic fields projects
 - Brooke Mattapan Fields Update - bigger estimate than we initially planned, but we have a strong fundraising pipeline.
 - Managing Brooke debts
- Other questions
 - Summer school?
 - Brooke High - there is a need for credit remediation - but we don't have concrete plans right now
 - We are worried about doing this remotely and having sustained engagement - this may have better odds in person
 - Socio-emotional opportunities over the summer?
 - Older students paid to be camp counselors for younger students?
 - Partnering with a camp that does a good job?
 - We aren't doing Generation Teach this summer...
 - Board mission and vision - in preparation for more work with Aliyah
 - Bringing anyone in to help guide teachers on adjusting for student behaviour and other issues?



Brooke Charter Schools
Board Development and Communications Committee Conference Call
March 12, 2021

MEMBERS:

- **Board of Directors and Ambassadors:** Imran Eba, Alex Finkelstein, Jonathan Garland, Divya Mani, LaTasha Sarpy
- **Staff:** Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA:

- Updates - Brooke reopening for K-5 April 5th (state mandate); middle and high schools to follow sometime later with two weeks' notice from the state
 - There will be two cohorts, an in person and virtual cohort taught by teachers
 - High school staff may have to teach both in-person and virtual cohorts concurrently.
- Fundraising updates
 - Laser focused on the B2 fields
 - Original estimate of \$500k, which has since been an underestimate
 - Now around \$1.2MM project - \$1.6MM with astroturf
 - Considering Astroturfing - which will be \$400-500k potentially
 - Less maintenance will be a net savings over time between us and Lena Park
 - Fundraising has been going really well, should be able to cover most of it - not 100% fundraising, but probably \$1.2MM if everything comes through. We will use reserves for the remainder hopefully
 - We hope to have the project completed by the fall, so we can focus on the bigger field project
 - Laying larger work for the BHS fields
 - Feasibility Study - engaging stakeholders and big prospective donors
 - Sample prospects included - we hope to reach most of our donors at \$100k and above; we could probably raise a couple hundred from smaller donors but don't expect a large amt
 - Jonathan - will we plan to have renderings soon?
 - Hagar - not at this time; we would need to reach out to someone to provide visuals. Those are the kind of things we'd plan to include in a slide deck
 - Pushing it as a gathering space and future-looking plan
 - Jonathan recommends showing stuff like us lighting the field at night
 - Jonathan's firm may be willing to do some graphics work up front for a limited fields - esp those that center black and brown folks

- There are donors who want to give to urban impact initiatives like this
 - It is most likely a \$4MM project - hoping to frontload fundraising between now and next December - in order to line up CPA funding to match other funds raised once we are most of the way there. Current projections envision project completion for the spring of 2022
- Volunteer engagement update
 - Science Career Panel
 - April 7th - seeking 6 scientists - folks of color are preferred
 - 1st part sharing journey to their current career
 - Followed by smaller breakout sessions for students to ask questions and get in depth
 - Kate will share a sample email with Alex, Imran, Jonathan and Divya
 - Jonathan's partner has offered to volunteer (Kiee Garland)
 - Moncef Slaoui
 - The panel has potential to become a series (more flexible given remote learning)
 - Partnership with Harvard Healtech (work in progress to secure internship and job opportunities for Brooke High School upperclassmen)
 - Sarah Holden's (Brooke Director of Post-Secondary support) targeted mentorship program for young black men in college
 - Senior year of high school through end of first year of college
 - Navigating impostor syndrome
 - Financial aid, Course selection, check-ins
 - Kate A. will reach out to Corey about the Better Brother Summit (whether it is taking place this year)



**Brooke Charter Schools
Board Governance Committee Conference Call
April 27, 2021**

MEMBERS IN ATTENDANCE:

- **Brooke Board Members:** Meredith Boak, Devita McConnell, Lauren Kushman, Trevor Rozier-Byrd
- **Brooke Staff:** Hagar Berlin, Jon Clark, David Jordan

AGENDA:

Co-Director Performance Review New Steps

- Merry sent an email to Jon and Kimberly yesterday, that is underway
- Board to determine which of Kimberly's direct report to interview to get a broad sense in their evaluation

Board Assessment

- Google form ([link](#))
- Process for sharing it out and analyzing results
 - Lauren's last meeting is in May; she is looking for someone to take on the Board Assessment process - administering and then sharing the results in the September Board Meeting.

Adding one more member to the Governance Committee - since Lauren will step off

- Natasha and LaTasha have both expressed interest in joining the Committee. Hagar B. to follow up with both and determine which member will join.

Board recruitment

- Update on candidates: Ray Xi (current member of finance committee) and Corey Thomas
 - Liz Pauley also seems to be a non starter
- Next step to identify new candidates
 - We are most likely not going to meet this goal by May. Merry and Hagar have discussed redoubling efforts and returning with a new list
 - Alumni candidate?
 - More ways with people to engage with Brooke next year, and actively making an effort to extend invitations
 - Lauren K. suggests Steven Chan - Is also TBF affiliated, has been for a very long time
 - She also suggests Melissa Woo from Ed Pioneers - who is in Melrose and friends with Steven

Review Board Retreat Agenda for May

- Review attached draft agenda
- Discuss any suggested additions or changes to the content
 - Kimberly would like to present on updates on high school leadership
 - Along with updates on graduation planning?
 - Board goals for next year
 - Considering that we have been through a full arc of deep dives, DEI sessions, etc. reflecting on that and thinking about where we want to go next.
 - Pulling in Jon, Kimberly for expectations? Round robin and forcing everyone to participate?
 - There are some obvious questions we can't yet answer school wise because of COVID and because the year has been so unique
 - Lauren, there may be some overlap between this and the board survey..
 - We want to be able to use the summer to determine certain board priorities...
 - BCS is up for charter renewal this year, there will need to be a board vote on it. A special, short meeting via Zoom? Mid-late June is entirely possible as far as timing and may be easier for folks.
 - Lots of federal funds coming in - maybe Brooke can use these to support students in the near term
 - Lauren - these funds can be spent over 5 years potentially, is there some longer term thinking for Brooke to do about how to leverage the funding...

Early thoughts on charter renewal meeting?

Late June? Maybe lump in reopening as a topic as well??



Brooke Charter Schools
Board Development and Communications Committee Conference Call
April 29th, 2021

MEMBERS:

- **Board of Directors and Ambassadors:** Imran Eba, Alex Finkelstein, Jonathan Garland, Divya Mani, LaTasha Sarpy
- **Staff:** Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA:

Updates (10 minutes)

- School reopening this year and next year
 - K-5, 50+% of families opted in for in-person services
 - 6-8, 40% of families coming back in person, marginally different
 - 9-12, 20ish% of students coming back in. Teachers are doing synchronous for in-person and remote - this is a challenge, but admin folks are taking on observation duties to help support teachers
 - Next year: everyone in-person, full time except for students with medical exemptions due to COVID-19.
 - No information yet on distancing and masking requirements, but assuming mandates will still be in place
- Class of 2021, acceptances, and graduation
 - They received acceptances to over 50 schools!
 - Graduation and signing will be remote, similar to last year

Fundraising for this School Year (30 minutes)

- Progress to date for the current fiscal year
 - Should we do a fundraising campaign to individuals in late spring?
 - Hagar's pitch - this is forward looking, positive and about our kids, and would be a mass appeal to our general supporter base
 - Imran - first thought is, this won't compare to the relief fund. May be tone deaf - the best approach would be to target donors with \$\$\$ who care most about the fields
 - LaTasha - Also worried about this, wonders what the story will be to win folks over.
 - Capital campaign for Brooke High School Fields
 - Fundraising pipeline - aiming for a \$3-4 million project
 - Feasibility next steps - we would love to get feedback from the committee when the two-pager is ready for review

Volunteer Engagement (15 minutes)

- Update on the science career panel
 - It was a success! Especially with younger BHS students

- Had plans to do a second one, but BHS reopening has been a bit crazy and it's a lot to put on people's plates.
 - In the future, it's an easy win in terms of volunteer events
- Harvard Healthtech fellowship
 - (Imran) that cohort of student volunteers who will work with BHS students could be a great group of future panelists.
 - Brooke has submitted an internship description for the program, awaiting feedback on feasibility