

Brooke Board of Directors
Meeting Minutes: May 16, 2019
Brooke High School-- 200 American Legion Highway

Board Members in Attendance: Scott Oran, LaRoy Brantley, Tom O'Rourke, Alex Finkelstein, Trevor Rozier-Byrd

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

MINUTES

- I. Open Meeting Protocol
 - A. Scott O. calls meeting to order
 - B. Records attendance
 - C. Scott O. invites public comment from community members present; no community members are present to comment
- II. Retreat and Breakfast
 - A. Round Robin Discussion: Why I am Here: Board members reflect on what brought them to serve on the board
 - 1. Trevor R. positively cites the poise demonstrated by Brooke students and the juxtaposition of his experience with the work happening at Brooke
 - 2. LaRoy B. shares his history with education and high regard for Brooke's transparency as an organization
 - 3. Alex F. mentions a desire to contribute more
 - 4. Scott O. shares that he grew up in a family that cared about education, and that he has learned about charter schools over the past 10 years, especially through interactions with Brooke
- III. Board Business
 - A. Vote to approve the 2.14.19 Meeting Minutes
 - 1. Scott O. motions to approve
 - 2. All in favor
 - B. Review and discuss board survey results
 - 1. Jon C. explains that the survey shows Board members as generally aligned on passion for Brooke and being in their role, but seek further clarity on ways to be involved and to contribute
 - a) How can board members better understand their role on the board?
 - (1) Alex F. asks if there's any specific feedback for Board Members on their activity to date
 - (2) Jon C. shares highlights examples of times when the board has given helpful strategic guidance, including developing Brook's teacher compensation plan.

- (3) Jon C. mentions that his second goal for the board is getting to know Brooke really well, in order for board members to become more effective as ambassadors.

C. Centering on board's purpose

1. Jon C. reflects on the history of the board as it relates to Brooke's history; that it has been a learning process since the school was founded. The board has matured such that it is now a group of individuals with different strengths from different industries, versus formerly filling in for job functions now held by staff.
2. Kimberly S. adds that that the board provides much-needed outside perspective
3. The group discusses opportunities to get to know Brooke better:
 - a) Observing classes with Kimberly S.
 - b) Attend High School Extended Community Meetings with External Speakers; Alex F. suggests that the board could be further involved in the Community Meeting Speaker selection process
 - c) Attend Brooke Book clubs; helping to cultivate a love of reading with our students
 - d) Career exploration work/internships for our students (especially seniors)
 - e) Attend Teacher Appreciation Gala
4. Defining ambassadorship - how do we become effective advocates?
 - a) Scott O. mentions possibility of outside speakers for board meetings, such as the MCPSA, or teachers to discuss the strategies behind a well-done lesson plan, to help board members better understand Brooke.
 - b) LaRoy asks if Board recruitment is a priority
 - (1) Jon C. desires to connect with additional strong members of the communities we serve
 - (2) Hagar B. mentions the desire for Board Members with HR experience; encourages current members to bring other people to see the school, or as additional guests for volunteer events.
 - (3) Trevor R. asks if Brooke is considering an annual event to gather board and volunteer prospects
 - (4) Hagar B. mentions the need for event leadership and follow-up plans; is thrilled to work with board members who have an appetite to contribute

IV. Recent Developments In The Charter World

A. Boston Globe Article on Roxbury Prep Suspensions

1. Tom O. asks about Brooke's perspective on Roxbury Prep

- a) Jon C. reflects on how Brooke has learned a lot from Roxbury Prep (as they were at one point the best charter school in the state), but approaches discipline differently.
 - b) Trevor R. asks if trends are apparent regarding which offenses are grounds for suspension
- 2. Jon C. provides background on Brooke's suspension statistics and policies
 - a) Nationally, black students are expelled at 3 times the rate of white students, and likely to be expelled for a longer period of time for similar offenses; also true to a lesser extent for Latinx students
 - b) Suspension is highly correlated with negative academic outcomes (NOT causation)
 - c) Districts have mandated that schools bring suspension rates down; suspension rates are declining across Mass. and across the country
 - d) In 2016, Massachusetts passed laws limiting the ability of schools to expel and suspend students; this law requires DESE to monitor overall school suspension rates and rates by subgroup
 - e) Brooke reserves out of school suspension for egregious offenses; repeated detentions used to lead to suspensions; that policy was removed in 2012
 - f) Student Attrition within the Network: Brooke East Boston has higher than usual attrition due to the longer commute to Brooke High versus Excel High School campus in closer proximity
 - (1) Suspension is not a major predictor of attrition at Brooke
 - (2) We do not suspend for incidents related to student disability, but if offenses are not related to the disability, there are still grounds for suspension
 - g) LaRoy asks if parents are offering feedback on whether Brooke is too strict
 - (1) Kimberly S. says that parents offer feedback on both ends of the spectrum - parents often say they value their students' safety

V. Brooke Teacher Diversity, Retention and Compensation

A. Teacher Compensation Report

- 1. Tom O. asks about the promised range vs the actual salary outcomes
 - a) Jon C. says the goal at the time was to under-promise and overdeliver - would rather set low than high
 - b) Kimberly S. note that we are transparent about potential salary changes if we receive less tuition from the state

B. Executive Compensation via DESE

C. Teacher Diversity and Retention Report

1. Findings: we do not have enough great teachers, staff, or leadership of color at Brooke. It's not enough to seek it, we need to think about strategically hiring and keeping staff of color.
2. Brooke Staff is at 40% people of color, and we hope that number will grow within instructional staff over the next few years.
 - a) Attracting new talent to the teaching field through the Associate Teacher program, with 60-70% of cohorts being people of color
 - b) Brooke provides scholarships for Associate Teachers in addition to their salaries
3. The work is ongoing, both in terms of hiring and workplace satisfaction: our goal is to make Brooke a place where staff of color can thrive
 - a) Currently, staff of color are less satisfied at Brooke than white staff, reflective of trends in the industry and across the country
 - b) Trevor R. asks is there is a dedicated space to discuss these topics and issues and feel supported
 - c) Scott O. asks about the findings being shared with teachers - what are their reactions
 - (1) Jon C. believes that all staff here want to work in more diverse environments
 - (2) LaRoy point out the gender gap in addition to race
 - (3) Jon C. notes that education is a very female-heavy profession, even across racial divides

VI. Capital Campaign and Fundraising Report

- A. Hagar B. shares results to date as we are coming to the close of the Capital Campaign
 1. Raised close to \$9.2 billion
 2. We are in the midst of a spring appeal to raise \$100k to meet a matching gift from the One8 Foundation
 3. Hagar has learned a lot about fundraising for Boston, Charter Schools and Capital Funds
 - a) She believes we may have done better had the timing of the capital campaign note been so close in proximity to Question 2
 - b) Alex: What have you learned from fundraising that can help us frame the topic in our conversations in terms of fundraising as a public school?
 - (1) Brooke, along with charter schools as a whole, do not receive capital funding, and must fundraise for that
 - (2) Our high school will not be fully self-sufficient until we reach full enrollment. And even at that point, the next frontier may be college prep and career exploration plus scholarship funds

VII. Finance Report and FY20 Budget

- A. Yvette met with the finance committee to discuss the FY20

B. LaRoy motions to Approve

1. Scott O., Tom O. second

2. All in favor

VIII. Scott O. motions to adjourn the board meeting

Brooke Board of Directors
Meeting Minutes: February 14, 2019
Brooke Roslindale—190 Cummins Highway

Board Members in Attendance: Lauren Kushman, Devita McConnell, Scott Oran, LaRoy Brantley, Merry Boak, Tom O'Rourke, Trevor Rozier-Byrd (by phone), Alex Finkelstein (by phone)

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

MINUTES

- I. Open Meeting Protocol
 - A. Scott O. calls meeting to order
 - B. Records attendance
 - C. Scott O. invites public comment from community members present; no community members are present to comment
- II. Board Business
 - A. Vote to approve the 11.15.19 Meeting Minutes
 - 1. Lauren K. motions to approve
 - 2. Kimberly S. seconds
 - 3. All in favor
 - B. Note recent press/policy developments
 - 1. Charter approval in New Bedford
 - a) Discuss the relationship between schools and communities; Boston does not have neighborhood schools, so the New Bedford arrangement is different than what we have seen locally
 - b) Discuss the relevance of school proximity in the relationship between schools and families
 - 2. Boston Valedictorians series of articles in the Boston Globe
 - a) Discuss intricacies of data they used
 - 3. Follow-up on Davis Leadership issue
 - a) Jon C. reflects on what we can learn from Helen Y. Davis Leadership Academy's improper spending and what can be applied to Brooke's internal policies
 - b) For sick and vacation leave, Brooke does not payout any unused time, which is very different than the approach at Davis
 - C. April board Retreat agenda discussion
 - 1. Jon C. emphasizes a need to center on board purpose
 - 2. Empowering board members to be effective advocates for Brooke
 - a) How do we use this time well?
 - (1) Leveraging time to get to know the organization, and in turn, to become more effective decision makers

- (2) Taking advantage of and creating opportunities for feedback
 - b) Hagar B. shares desire to grow board engagement and understanding of Brooke; shares a number of opportunities to be involved
 - (1) Merry B. discusses examples of what it looks like to be an advocate and community member
 - (2) Lauren K. mentions wanting the board to receive more communications and E-blasts going out from the school
 - (3) Devita M. mentions the recent school Culture Day as an example
- III. Update On Fundraising, Financials and Engagement
 - A. Recap of recent finance committee meeting - Jon C. discusses healthcare costs and the consideration of alternative healthcare programs, currently vetting them with the Finance Committee
 - B. Update on FY19 fundraising progress - Hagar B. shares that the year is closing, with refocused efforts to reach fundraising goals; she also shares capital campaign progress
 - C. Hagar B. notes upcoming engagement opportunities and a call for potential volunteers and invitees
 - 1. Community Meeting Speaker Series
 - a) Hagar B. cites positive reception, student engagement, inspiration and curiosity
 - b) Continuing the call for speakers of color
 - 2. Science Career Night
 - a) Will be the first of its kind, expanding students' vision of science-related careers beyond being a doctor.
 - b) Responding to a push for diverse talent to fill career vacancies, along with student appetite
 - 3. Spring Book Club
 - 4. All-Staff Gala
- IV. Brooke Compensation Report - Jon C. notes that, since we do not have time for this topic, we will cover it at the next meeting
- V. Brooke Roslindale School Tour
 - A. Observing progress on level of academic rigor and culture of achievement
 - B. Debrief

**Brooke Board of Directors
Meeting Minutes: November 15, 2019
Brooke High School – 200 American Legion Highway**

Board Members in Attendance: Scott Oran, Devita McConnell, Trevor Rozier-Byrd, Alex Finkelstein, Merry Boak, Lauren Kushman (by phone)

Brooke Staff In Attendance: Kimberly Steadman, Jon Clark, Hagar Berlin, Mark Loring, Yvette Philip

Unable to Attend: LaRoy Brantley, Tom O'Rourke

MINUTES

- I. Open Meeting Protocol
 - a. Scott O. calls meeting to order
 - b. Mark L records attendance
 - c. Scott O invites public comment from community members present
- II. Mission Moment
 - a. Board debriefs reading, "The Opportunity Myth: What Students Can Show Us About How School Is Letting Them Down – and How to Fix It" from The New Teacher Project.
- III. Board Business
 - a. **Vote** to approve the 9.14.18 Board Minutes
 - i. Alex F motions to approve
 - ii. Devita M seconds
 - iii. All in favor
 - b. Welcome to Merry Boak
 - i. Merry introduces herself and her background
 - c. Review FY18 Audit
 - i. Yvette P notes the audit was completed and accepted by the board (via Finance committee) in October. There were no findings.
 - ii. Jon C further congratulates Yvette and the finance office on the clean audit
 - d. Discuss Board Governance Issues
 - i. Hagar B. updates board that Isabella Cucchi is departing. We are currently interviewing candidates for the position.
 - ii. Board Recruitment Update and Discussion
 1. Hagar B. shares out list of current board prospects and discusses status of candidates in the process. Still looking to get two more new board members.
 2. Scott O. shares some suggestions on people that we could connect with to further develop the prospective member list.
 - iii. Update on Board Self-Assessment Goals and Process
 1. Scott O provides an overview on the board self-assessment initiative being developed by Devita and Hagar.
 - iv. Note recent press developments
 1. Bay State Banner article on Brooke High
 2. Christian Science Monitor article on computer science program
 - v. Davis Leadership Academy – What happened
 1. Jon C provides an overview of the Boston Globe article on Davis Leadership Academy
 - a. Serious concerns with payout of Davis executive director
 2. Jon C discusses how could this have happened and how to prevent it at Brooke

- a. Use of ethical behavior
 - b. Ensure the board and directors are acting in the best interest of the school, not themselves
 - c. Brooke's internal policies
 - i. Cap on C-level salaries
 - ii. No difference in health benefits for any employee group (all qualifying employees get the same)
 - iii. Consistent use of sick and vacation policies; we do not payout unused sick or vacation time
 - iv. Disciplined approach to the use of the annual MCPSA Salary Survey
 - d. Jon C shares OIG recommendations
3. Hagar B shares an example of where she has seen leadership payouts at other organizations

IV. MCAS Results Report

- a. Kimberly S. shares MCAS results for the high school
 - i. Kids must take and pass 3 MCAS test in high school to be eligible for a diploma: ELA, math, and science. Brooke students take the biology MCAS in 9th grade for science (versus chemistry or physics).
 - ii. Brooke High was the only school were 100% proficient of the 10th grand class was proficient or advanced on all three tests.
- b. Kimberly S. compares Brooke High's MCAS results with other schools in the state and in Boston for proficiency rates and advanced rates. Brooke is consistently at or near the top.
- c. Trevor R. asks how do we compare the positive feedback from MCAS results with the data shared in The New Teacher Project report.
 - i. Kimberly shares that these high school MCAS results are based upon tests that reflect old standards that are not as rigorous as needed to assess college and career readiness. Future SAT results will be a better measure to assess college readiness.
- d. Kimberly shares 3-8 results
 - i. These test are aligned to the new standards which are very rigorous.
 - ii. Math results are 86th percentile statewide. ELA results are in the 70th percentile statewide. Kimberly is not surprised by the difference in the subjects. Brooke has identified reading instruction as a network instructional goal.
 - iii. Math & ELA SGP also increased by ~10 points.

V. Fundraising Update

- a. Hagar B. shares an overview of the fundraising goal and how we are doing in our efforts to reach it
- b. To date we have raised 6% of our \$4.2MM goal for the year (not counting a recent gift of \$400K)
- c. Pathway to 1.99MM or 45% of our goal for this fiscal year. Looking to be ~\$2MM short of the overall goal
- d. The current amount of \$9MM raised is the most Brooke has ever raised in a capital campaign
- e. Hagar B. shares upcoming initiatives and asks for board members to share invitees who may want to engage with Brooke through these events
 - i. Science Career Night
 - ii. Hack-a-thon
 - iii. Book Club

Brooke Charter Schools
Board of Directors - Meeting Notes: September 2018

Brooke High School | 200 American Legion Highway, Mattapan, MA | Friday, September 14, 2018
8:30 AM - 10:30 AM

Board Members In Attendance: *Scott Oran, Devita McConnell, Alex Finkelstein, Tom O'Rourke*

Brooke Staff In Attendance: *Kimberly Steadman, Jon Clark, Hagar Berlin, Sarah Holden, Mark Loring, Isabella Cucchi, Yvette Philip*

Unable to Attend: *Trevor Rozier-Byrd, Lauren Kushman, LaRoy Brantley*

- I. Mission Moment
 - A. Brooke Board of Directors members tour the new Brooke High School and Eighth Grade Academy campus with Network Co-Director Jon Clark
- II. Open Meeting Protocol
 - A. Scott O. calls meeting to order
 - B. Isabella C. records attendance
 - C. Scott O. invites public comment from community members present
 - D. Jon C. notes that Charlie Ledley is stepping off the Board, so with four members present, we have a quorum
- III. Board Business
 - A. Vote on the May 2018 Board meeting minutes
 1. Alex F. motions to approve
 2. Tom O. seconds
 3. All in favor
 - B. Board recruitment discussion
 1. Vote on new Board roles and responsibilities document; discussion about how best to monitor Board performance
 - a) Jon C. notes the importance of Board members understanding and demonstrating Brooke's core values and theory of change
 - b) Devita M. underscores the need for the Board and the community to be connected
 - c) Mark L. suggested adding "and Chelsea" to the roles and responsibilities document so that the language is aligned with our charter; all agree
 - d) Hagar B. noted the importance of having a clear set of minimum expectations for Board members
 - e) Scott O. suggests doing Board self-evaluations
 - f) Alex F. motions to approve the document
 - g) Tom O. seconds
 - h) All in favor
 2. Vote on the nomination of Meredith Boak as new Board of Directors member
 - a) Devita M. shares that she and Meredith have met and spoke on the phone and that she thinks she would make a great addition to the Board
 - b) Kimberly S. shares that Meredith brings a lot of knowledge about the education field, Boards and Board management (she runs the national Teach For America Board), and development and fundraising knowledge
 - c) Hagar B. mentions that Meredith's husband Josh is the Executive Director of TFA MA

- d) Tom O. motions to vote on the approval of Meredith Boak as a new Board member
 - e) Devita M. seconds
 - f) All in favor
 - 3. Discussion about Board nominations goals and updates on candidate pipeline
 - a) Hagar B. reminds the board that we are hoping to add at least three board members in the 2018-2019 fiscal year
- C. Financial protocol items
 - 1. Vote to allow FY18 financial audit to be approved by the Finance Committee on 10/26/18
 - a) Devita M. motions
 - b) Tom O. seconds
 - c) All in favor
 - 2. Vote to approve the Brooke Procurement Policy retroactive to 7/1/2018
 - a) Devita M. motions to approve
 - b) Tom O. seconds
 - c) All in favor
- IV. College Access and Persistence
 - A. Discussion about college prep and culture of achievement, including Ted Talk by Alex Bernadotte
 - 1. Devita M. asks whether anyone on our Board knows Alex Bernadotte
 - 2. Hagar B. mentions that she knows Alex but that she is based in the Bay Area
 - 3. Sarah H. mentions that Brooke uses Alex's "Beyond 12" program and that "Beyond 12" in California has coaches that also go along with the program
 - 4. Devita M. shares that coaches for supporting students to and through college is a great system, notes that Match's "Duet" program is a good example
 - 5. Jon C. shares that Brooke's goal is to prepare students for college and to ensure that all Brooke students have the option to do whatever they want post-high school; it is not Brooke's place to decide whether a student should go to college or to trade school, our job is to prepare them to have all of the options for success, including college
 - 6. Kimberly S. explains Brooke's "AP for All" approach and three-year mandatory computer science course sequence
 - B. Jon C. shares updates on college advising at Brooke High; Kimberly S. shares more about Janette Kerr, Brooke's new Director of College Counseling, and that Brooke engaged in an over-one year long search to find her
 - 1. Janette is coming from the Noble network in Chicago
 - 2. Her first event is upcoming and is for parents about the college application process
 - C. Jon C. takes questions on Brooke alumni report
 - D. Kimberly S. mentions that Paul Tough's "Who Gets to Graduate" would be a great future reading for the Board
- V. Brooke High School Capital Project and Campaign Update
 - A. Jon C. shares that the capital project is on time and (likely) under budget; Mark L. shares more information about the final touch-ups to the building and how we came in under budget
 - B. Scott O. shares information about "opportunity zones" and suggests we explore that funding opportunity

- C. Discussion about fundraising progress and next steps
 - 1. Hagar B. shares that we have revised our capital campaign project goal from \$14Mm to \$11.7MM given the project expense savings and total fundraising progress last year
 - 2. Hagar B. shares that we have currently raised \$8.6MM and only have a pathway to about \$10MM, not \$11.7MM, and that there is urgency around figuring out how to do everything we can to meet that goal; call-to-action for Board: get people in to visit the school, send annual appeal letters to your network in November
- D. Review of Ribbon Cutting event details and VIP list
 - 1. Hagar B. shares that we have many elected officials coming to the event: Mayor Walsh, Sec. Peyser, Rep. Holmes, City Council President Campbell, and a video from the Governor
 - 2. Hagar B. shares the program overview and the goals of the event
- VI. Strategic Planning
 - A. Jon C. leads discussion about implementation of Brooke's Strategic Plan Priority #1: Bolstering Academics and Culture
 - 1. Notes that we revamped New Teacher Orientation to emphasise our model of culture of achievement, that he and Kimberly have been working closely with principals to figure out how to best emphasize this at school-wide professional development throughout the year, and that we are now doing culture walk-throughs at every campus
 - 2. Scott O. asks how many new staff there are across the network this year; Yvette P. shares that there are about 80 new staff members this year
 - B. Jon C. provides update on planning timeline/next steps
- VII. Closing Items
 - A. Scott O. adjourns the meeting