Brooke Charter Schools
Board of Directors’ Meeting: November 16, 2022 from 6:00pm – 8:00pm
Hosted virtually via Zoom; Meeting ID: 854 1586 7275 Passcode: Brooke

Members in Attendance: Meredith Boak, Devita McConnell, Latasha Sarpy, Jason Moens, Jonathan Garland, Thomas O’ Rourke

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

Others in Attendance: None

Meeting Minutes

Open meeting protocol
- Merry B. Calls meeting to order and records attendance
- Invite public comment from any community members present; none are present

Board Governance
- Group Ice-breaker: Members recount fun stories about moments with their kids
- Vote to approve Board minutes from September 15, 2022
  - Motion by Devita M.
  - Seconded by LaTasha S.
  - All in favor - motion passes unanimously
- Board Recruitment Goals/ Discussion (led by Hagar B.)
  - Reminder that our goal is to identify two additional board members by end of the school year; we have a few folks in varying stages of engagement
  - We encourage additional candidate suggestions from any board member (especially potential candidates that align with our priorities - we are seeking folks with Executive Director or CEO experience, with ties to Latinx communities in Boston, and/or from East Boston or Chelsea)

Board Business
- Update on the 2021-2022 Audit (Raul V.)
  - Completed well and on time; Brooke continues to be in a positive position. Making additional investments into facilities projects in the near term
- Update on State-Released MCAS Results
  - Kimberly S. - comparatively, we made huge progress, but compared absolutely (and even against ourselves), we are not at 2019 achievement levels and have a lot of work to do
  - Brooke student performance is among the strongest schools in Boston, right behind the selective exam schools. These results are less strong in statewide comparisons
  - Reminder: Our standing goal is for student achievement to be among the top 10 districts in the state. Only 7th Grade ELA results crossed into the top 10 in the state (#9 statewide)
Questions:

- Is there anything we can take away from comparisons with other schools (similar/different trends)? Kimberly S. - we have not done that analysis, but would love to see more data on socioeconomic status correlated with student achievement (as we know less affluent districts experienced longer school closures)
- LaTasha S. - could you quickly cover the AP results? What is the difference between AP for All and Opt-in?
  - Kimberly S. - nearly all BHS students take 3 AP classes (unless they are on a different academic plan). We track both participation rates and pass rates so that it’s clear we are not skewing the pass rate data
  - We are sure Brooke is among the top schools in the state in terms of Black and Latino students taking AP CS Principles. Calculus pass rates are higher than they’ve ever been, but more work to do here and in AP Literature and AP US History areas. Opt-in means you didn’t have to take the class/exam, but you can chose to
- Merry B. - is there anything going particularly well in seventh grade? They had several standout results. Kimberly S. - we have strong seventh grade teams on two of our campuses and the curriculum is in a really solid place

- Capital project updates (Mark L.)
  - Brooke High School/Mattapan Community field - land transfer is complete! Still working on Permitting (Conservation Commission, etc.)
  - Brooke Mattapan addition (more classroom space) is on track; similarly, Roslindale HVAC/parking lot projects are progressing.
  - Brooke East Boston project still needs work on some neighborhood agency approvals
- Updates on Development/Fundraising (Hagar B.)
  - Mackenzie Scott unexpected windfall ($7MM!) - will be allocated toward expenses for the aforementioned capital facilities projects
  - Alumni Fund feasibility study and attached annual appeal materials - we hope to raise a comparatively small pool of funds to support alumni with unexpected financial need; we want to raise $200K and have $40K committed to date
  - Jason M. - Do we feel any blowback from the Mackenzie Scott announcement? Hagar B. - not much so far but hard to know at this stage; we will find out in part through the appeal

Policies to Meet the Talent Landscape

- Jon C. - In short: we want to invest more in talent similar to what we did last year
  - Aligning collective understanding around our desire for Brooke to be a place that cultivates and supports great teaching/teachers
  - Some schools try to take on many solution paths in addition to supporting teachers, whereas Brooke is heavily focused on developing and supporting great teachers, and being great at that particularly
- Long Term Budget Outlook
  - Raise structure will remain the same, but minimums will increase
  - Assumes maximum or close to max enrollment, focusing instructional salaries,
leaving non instructional salary growth as-is, does not include the recent Mackenzie Scott gift

○ Why increase our investment in teacher compensation by 20% over the next three years? Because we want to set a clear bar and remain competitive if we are going to reach our goal of being the ‘best’ place to become a great teacher

○ Brooke currently has the room to take on this strategy and maintain healthy reserves (assuming the assumptions above)

● Compensation Strategy (Overall Timeline)

○ FY23: Guaranteed minimum structure with equity around minimums; plus performance based raises

○ FY24-26: Doing even more to increase compensation; specifically, an additional 10% investment in teacher compensation in year 1 (FY24), and then we will reevaluate whether to pursue increases further in FY25-26

● Questions/Comments

○ Jonathan G - Is this something where Brooke would, in perpetuity, be potentially held to where BPS goes in terms of salary precedent? BPS compensation is a moving target; it may be better to tie it to Brooke’s traditional story that investing in teachers is investing in stronger outcomes for students

○ Jason M. - If money wasn't an object, what would be the goal with higher compensation: better AT candidates? Etc. Jon C. - It’s to get better candidates in the door, and to increase the likelihood that great teachers stay. We don’t only want to hire only ATs, but also capable and experienced lead teachers.

○ Jason M. - Do we have evidence that compensation is the reason we are losing great teachers today? Jon C. - Teacher retention data is generally good (70-80%), but overall it has gone down in the last year or two. Market is becoming increasingly tough and we believe it’s a critical time to be competitive.

○ Devita M. - Have we considered changes/more flexibility in the school day to allow older teachers more space re: childcare, etc.? Jon C. - The pandemic has been hard on all of us, childcare issues included - that’s hard to reconcile with the fact that students have lots of learning loss and ground to cover; we do want to prioritize doubling down

○ Merry B. - Is there data that justifies this decision/what metric would help determine if these measures are successful? What would really make it worth continuing to do in the second and third years of the plan? Especially given the backdrop of nationwide teacher shortages? Jon C. - Having that data is especially tough given confounding variables of the intensifying labor market and impact of the pandemic.

○ Jason M. - Given the M. Scott gift AND inflation, it would be bad to not make a move in terms of increasing teacher compensation

● Vote to approve Compensation Policy

○ Discussion & Questions before vote (note - this vote specifically applies to the 10% increase for guaranteed minimum teacher salaries in FY24).

    ■ Tom O. for 10%, but we should consider financial repercussions
    ■ Jason M., Merry B. - supportive, but wary that we don’t have a strong way to measure intended effect to justify future investments (do we have a campaign around this?), also, are there other investments that can make teachers feel more valued holistically?
Devita M., Latasha S., Jonathan G. - in support
  ○ Motion by Tom O.
  ○ Seconded by Devita M.
  ○ All in favor - motion passes unanimously

- Where does the Mackenzie Scott gift fit? - We have already notified parents that we are using this to pay down facility expenses; have heard feedback from parents regarding other ideas (see presentation), but we know paying down the debt now will free up money in the future

Executive Session - due to a lack of time, has been tabled for the next meeting of the Board of Directors

List of Documents Shared
- BCS Board Meeting Minutes 9.15.2022 (for approval)
- FY23 Board Prospects Nomination Matrix 11.10.2022
- BCS 2022 Assessment Results (SAT, AP and MCAS exams)
- "2022 MCAS scores show slow progress in student academic performance" - The Boston Globe
- "New MCAS data underscore missed learning of the pandemic. What if kids can't catch up?" - The Boston Globe
- Brooke Mattapan Expansion Renderings 11.2.2022
- Compensation Strategy Presentation (FY24-FY26 and beyond)
- Brooke Charter Schools Audited Financials for the year ending 06.30.2022