BCS Governance Committee Meeting
Wednesday, September 10, 2014, 7:30 pm
Brooke Mattapan, 150 American Legion Highway

In attendance: Scott Oran, Joanna Jacobson, Lauren Kushman, Kimberly Steadman, Jon Clark, & Scott Knox

Meeting Focus: Set agenda for November 12, 2014 BCS Board of Directors Meeting

Jon and Scott K. ran through anticipated agenda items for the November meeting with approval from the Governance committee:
- Approve May ’14 minutes
- FY 14 audit presentation from the Finance Committee
- MCAS presentation
- FY 15 Development update and progress to-date on SGP match, discussion of board involvement
- Update on FY 15 strategic priorities
- Discussion of co-director evaluation process and timeline

Possible/likely consent agenda items to include:
- Development, quarterly financials

The committee then discussed the focus and format to the teacher discussion scheduled for the start of the November meeting. The teacher panel will focus on work-place satisfaction and the committee brainstormed potential questions to encourage useful small group discussions (e.g. 1-2 board members with 4-6+ teachers per group). Potential discussion questions included:

- Why did you come to Brooke as opposed to other schools?
- Why have you chosen to stay at Brooke rather than go to another school?
- How likely are you to stay in teaching and/or stay at Brooke over the next few years? What factors will influence that decision?
- What do you think of the new compensation system?

Next steps: Jon and Scott K. to draft agenda based on Governance Committee feedback; Jon to invite all teachers across network to participate in the board meeting if available and interested.
A. Building tour of new Mattapan Campus

B. Introductions, welcome by Scott Oran

C. Opening Items:
   a. **May Board Minutes Review/Approval:** Motion to approve May board meeting minutes: unanimous.
   b. **Capital Budget Revisions:** Chris B. explained surplus and Matt C. reviewed the state established formula (20%) on surplus return: a formula whereby the state allows you take a certain percentage from current (20%) and future tuition budget (25%) and then save for variable budget/repair/improvements costs. Hilary commented that the year-end is a high point in revenue. Motion to approve revised capital budget: unanimous.

D. Consent Agenda and Clarifying Questions:
   a. **Facility / Finance:** Scott O. asked about the two facility budgets and how we’re covering facility over-runs. For next meeting, Chris will provide Mattapan and East Boston’s final facility budget for the board’s knowledge and review. Board members also requested that future finance updates include YTD financial statements.
   b. **Development:** Joanna asked if this year included specific fundraising goals or was more geared toward “friend-raising”. Both – targeted program and student-directed fundraising (coding program, AT program, 8th grade DC trip, small amount for high school and college alumni support) needs as well as expanding/building supporter base for long-term expansion and the creation of an “endowment” for teacher compensation.

E. MCAS Presentation:
   a. Kimberley: today’s presentation is part one; in our next board meeting we’ll follow-up with part two as the results become public and include comparative data from the state.
   b. This is our last year of MCAS; we will be moving to PARCC in spring 2015.

F. FY 15 Strategic Priorities:
   a. JC and KS reviewed progress with organizational priorities. As part of the written update provided in the board packet, KS highlighted that we’ve hired our founding computer sciences chair (resume included in packet); Ivan Rudnicki has begun part-time and he will be full-time in January. Alex Finkelstein offered to help connect tech professionals to Kimberly for students to learn about what computer-related career options exist.
   b. KS led a discussion on what great teaching looks like at Brooke and how the board can talk about it to others outside of the organization. KS showed multiple video clips and allowed small groups to compare and contrast the instructional methods of Brooke and other successful charter schools.

G. Meeting adjourned; next meeting on 11/12, 6-8 pm at Brooke East Boston.
## Finance Committee of the Board of Trustees

**Meeting**  
Monday, October 27, 2014  
9:30 a.m. – 11:30 a.m.  
Brooke Charter School Roslindale  
190 Cummins Highway, Boston, MA 02131

| I. | Call Meeting to Order  
Hilary Berkman, Treasurer | 9:30 a.m. |
|---|---|---|
| II. | Presentation of FY 14 Audit  
Alexander, Aronson, & Finning – AAF (Auditors) | 9:30 a.m. – 10:15 a.m. |
| III. | Questions/Discussion  
Finance Committee Members & AAF | 10:15 a.m. – 10:45 a.m. |
| IV. | Consideration for Approval  
Finance Committee Members | 10:45 a.m. – 11:00 a.m. |
| V. | Review of FY 14 closeout and YTD Q1  
Finance Committee Members and BCS Staff | 11:00 a.m. – 11:15 a.m. |
| VI. | Review Capital Needs Assessment Draft for Brooke Charter School Roslindale (190 Cummins Hwy.)  
Finance Committee Members and BCS Staff | 11:15 a.m. – 11:25 a.m. |
| VII. | New Business & Finalize FY 15 Meeting Schedule  
Committee Members, BCS Staff | 11:25 a.m. – 11:30 a.m. |
| VIII | Adjourn | 11:30 a.m. |
Finance Committee of the Board of Trustees
Meeting Minutes

I. Attendees: Hilary Berkman (Chair), LaRoy Brantley (Cmte. Member) Peter Kramer (Cmte. Member), Jon Clark (Member Ex-Officio), Christopher Bizzacco (Staff), Matthew Cameron (Staff), Yvette Philip (Staff), John Buckley (AAF), Charles Webb (AAF)

II. Meeting Called to Order by Chair Berkman (9:32 a.m.)

III. Discussion regarding FY 14 Audit (9:35 a.m.)

   a. John Buckley AAF – begins presentation of 4 documents related to FY 14 Audit

   b. Discussion of audit purpose:
      i. State that statements are materially correct
      ii. Review of internal controls – ensure they are working correctly to get the statements correct

   c. Board Report:
      i. Adopted a new accounting standard – GASB 65
      ii. Effectively makes you expense any financing fees, in past those were capitalized and depreciated over life of debt
      iii. Adopted retroactively to 2013
      iv. First year that it has to be adopted
      v. Every charter school experienced same change

   d. Estimates
      i. Determined estimates were reasonable

   e. Adjustments – review of the adjustments
      i. Brooke 1 – a lot of activity related to financing transactions
         2. A lot of the journal entries are balance sheet reclassifications
         3. Bulk related to financing and fixed assets
      ii. Brooke 2 & Brooke 3
         1. Brief review of adjusting journal entries for Brooke 2 & 3.
         2. Entries are small in nature.
      iii. Related entities
         1. Review of adjusting journal entries for related entities (Brooke Support Corporation, Brooke 2 LLC, and Brooke 2 Master Tenant LLC
         2. Adjustments relate to the NMTC transaction
      iv. Foundation
1. Review of adjusting journal entries for Brooke Foundation

f. Question from J. Clark re: number of audit entries
   i. Discussion with AAF regarding acceptable number of journal entries in their opinion.
   ii. AAF discussion regarding creating a system where prior adjustments are booked, and ensure there is a trigger for items that are non-cash and ensuring they are booked.
   iii. Statement from Chair – suggestion regarding looking to additional outside consultants to review the complex financing transactions – 3rd party review on how certain items should be booked.

g. Management Letter
   i. Review by AAF of items they are required to report
   ii. Material weakness defined by the auditing standards
   iii. Discussion regarding General Ledger Material Weakness
   iv. Statement from Chair that the finding is taken very seriously and the committee and management have already begun steps to ensure this is avoided in the future
   v. Discussion regarding Foundation Loans owed from B1 to Foundation
   vi. Need to ensure there is enough cash in the Foundation for any future unwinds
   vii. Discussion regarding release of unrestricted grants
   viii. Discussion regarding MTRS - Required to remit those to the state by 10th day of following month; 4 months were after 10th of the month; management has prepared a corrective action plan to address delays.
   ix. Many schools have this issue

h. Financial Statements
   i. Review of Management Discussion and Analysis report
   ii. Discussion by AAF regarding component units of the school, and how Brooke Support Corporation, Brooke 2 LLC, and Brooke 2 Master Tenant LLC are presented.
   iii. Discussion by AAF regarding how find and formulate the “best figure” to show a “final picture” of the school’s financial position at year end.
   iv. Discussion regarding total change in net assets per the statements, and how this is a good number to show how well the schools were run during the year exclusive of the financing transactions.
   v. Discussion regarding Brooke’s position vis a vis total assets, and net operating capital.
IV. Consideration of FY 14 Audit
   a. Motion to accept the FY 14 Audit, as prepared by AAF – Peter Kramer
   b. 2nd to the motion – LaRoy Brantley
   c. Unanimous in favor

V. Q1 financial statements and Draft Capital Needs Assessment materials for 190 Cummins Highway were then distributed.
   a. Discussion regarding revenue roll-overs from FY 14.
   b. Review of the Q1 financial statements.
   c. Request by the Committee to include related entities (i.e., Brooke Support Corporation, Brooke 2 LLC, and Brooke 2 Master Tenant LLC) in future financial statements
   d. Discussion by BCS staff that each school in Q1 and at present is following expected expense and revenue trends.

VI. Discussion finalizing FY 15 Finance Committee Meeting dates

VII. Motion to Adjourn
   a. Peter Kramer – Motion
   b. LaRoy Brantley – 2nd
   c. Meeting adjourned at 11:30 a.m.
BCS Governance Committee Meeting  
Wednesday, November 12, 2014, 7:30 pm  
Brooke East Boston, 94 Horace Street, East Boston

In attendance: Scott Oran, Lauren Kushman, Kimberly Steadman, Jon Clark, & Scott Knox  

Meeting Focus: Set agenda for February 11, 2015 BCS Board of Directors Meeting

Jon and Scott K. ran through anticipated agenda items for the February meeting with approval from the Governance committee:

- Approve November minutes
- Votes: updated enrollment policies for three campuses, and CORI policy vote (the latter to fold all separate policy updates into one comprehensive master policy)
- Follow-up on FY 14 audit – update on facility financing and audit action items
- FY 15 Development update and progress to-date on SGP match, discussion of board involvement
- Update on FY 15 strategic priorities
- Co-director evaluation: discussion, recommendation, and vote

Possible/likely consent agenda items to include:

- Development, Governance

The committee discussed also discussed the process for the annual co-director evaluation. Lauren Kushman had offered to research other charter leader evaluations (noted in discussion), and there was also interest of including feedback via an “upward appraisal” from direct supervisees. Scott O. offered to follow-up with Joanna and Lauren to split direct reports and to schedule conversations with principals, Chris, and Scott K. Working back from the next board meeting in February, the Governance Committee will follow-up with Lauren to determine format, next steps, and a committee meeting date in advance of February 11th.

Next steps: Jon and Scott K. to draft agenda based on Governance Committee feedback.
In attendance: Hilary Berkman, LaRoy Brantley, Alex Finkelstein, Charlie Ledley, Scott Oran, Imari-Paris Jeffries, Hannah Brady, Jon Clark, Kimberly Steadman, Matt Cameron, Chris Bizzacco, Rachel Kohn, M. Scott Knox.

A. Board endorsement of September board minutes: unanimous.

B. Recap of teacher discussion - comments and observations included:
   a. Highly passionate, very committed teachers who report every year is a new challenge. Following, several teachers shared that teaching is their life-work, but it can be difficult to manage a work-life balance.
   b. Brooke is striving to strike a balance of curriculum development and teacher ownership but work to provide teachers with a curricula starting point (in order to assist with the amount of work required to create curriculum without sacrificing teacher ownership; e.g. this year’s math unit plans).
   c. Participating teachers like the new compensation plan and prefer it to the prior system.
   d. One teacher advocated for possible enrollment preference for her own children (to allow teacher-parents to have a similar extended school-day schedule as their children).
   e. Two questions came up in discussion:
      i. Should we consider expand the Associate Teacher program to add more capacity for teachers?
      ii. How often do we survey teachers? Ans: twice a year.
   f. Two potential resource questions:
      i. Can we put more dollars into total compensation? Following do we strive to hire more teachers or pay existing teachers more?
      ii. Do we put more resources into unit/lesson plan development for teachers?
      iii. Related, Jon noted that during the FY 16 budget development and review process, there will be board-level questions to consider. Specifically, will there be additional resources allocated to pay existing roles more and/or to hire more teachers?

C. Audit Presentation:
   a. Hilary ran through the year-end numbers from the audit and shared that FY 14 was the most complex set of financials to-date for Brooke due to the two facility projects and network set-up. Comparative to budget, Brooke came in $4m better. Also, for the first time the state didn’t make the final tuition payment before the end of the FY; final payment (of ~ $4m) came about two days after the end of the year. In FY 15, the state has started to make monthly tuition payments which in turn is better for working capital (monthly versus quarterly payments).
b. The Auditors provided an unqualified opinion, which is very good news. Hilary reported there were a large number of entry adjustments made by the auditors, but doesn’t believe this to be a significant concern given the number of non-cash entries and the complexity of the finances (including Brooke Mattapan closing right before the end of the year). Since the end of FY 14, the finance department has added an associate business manager who is also a CPA, implemented improvements to internal processes, and is working to have the auditors review entries quarterly in order to proactively address any questions or issues.

c. Charlie asked if the complexity of the balance sheets will simplify now that the facility projects have closed. Hilary and Chris responded yes, plus the aforementioned new systems to improve reconciliation procedures and trial balances will assist.

d. Hilary mentioned there is a schedule of balloon payments in 2016 and in 2018. Chris is working on a long-term schedule, as well as a long-term capital improvement schedule for Brooke Roslindale over the next 20 years is between $3 and $4m.

e. Board endorsement of audited statements: unanimous.

D. MCAS presentation: Kimberly provided a presentation of the 2014 MCAS results, rankings, and an overview of the 2014 achievement comparative to prior years.

a. Discussion highlights: Brooke had a total of 15 number one rankings on the 2014 MCAS including six first-place state-wide rankings for proficiency, five first-place state-wide rankings for advanced, and four first-place state-wide rankings for overall growth in SGP. Kimberly also highlighted areas for continuing focus and growth (e.g. Brooke Roslindale’s 8th grade – ELA, math and science scores) as well as our overall focus on getting more and more Brooke scholars to achieve at the advanced level of state assessments.

b. Related, Kimberly shared that 2014 was the last year of MCAS and we’ll be moving to PARCC for 2015.

E. Development update: Scott provided a brief update on development activities to-date, highlighted the SGP board give/get challenge for FY 15 ($150,000), and reviewed ways for board members to continue to support our development strategy.

F. Meeting adjourned.
**Finance Committee of the Board of Trustees**

**Meeting**

Friday, January 23, 2015  
8:00 a.m. to 9:30 a.m.

Nonprofit Finance Fund - 89 South St., Boston, MA 02111  
Small Conference Room - 1st Floor, left of Front Desk

|   | Call Meeting to Order  
Accept Prior Meeting Minutes  
Hilary Berkman, Treasurer | 8:00 a.m. |
|---|---|
| II. | Updates on FY 14 Audit Follow Up  
Finance Committee Members & BCS Staff | 8:00 a.m. – 8:05 a.m. |
| III. | Review of YTD Q2 Financials  
Finance Committee Members & BCS Staff | 8:05 a.m. – 8:30 a.m. |
| IV. | Review of FY 16 Budget Preparation Timeline  
BCS Staff | 8:30 a.m. – 8:40 a.m. |
| V. | Discussion: Capital Needs Assessment –  
Brooke Charter School Roslindale  
Finance Committee Members and BCS Staff | 8:40 a.m. – 9:00 a.m. |
| VI. | Discussion: Network-Wide Short-Term/Mid-Term Budget Outlook  
Finance Committee Members and BCS Staff | 9:00 a.m. – 9:15 a.m. |
| VII. | Review Issues to Present to Full Board at 2.11.15 Meeting and New Business  
Finance Committee Members and BCS Staff | 9:15 a.m. – 9:30 a.m. |
| VIII. | Adjourn | 9:30 a.m. |
I. Attendees: Hilary Berkman (Chair), Peter Kramer (Cmte. Member), Jon Clark (Member Ex-Officio), Christopher Bizzacco (Staff), Matthew Cameron (Staff), Yvette Philip (Staff)

II. Meeting Called to Order by Chair Berkman (8:07 a.m.)

III. Approval of 10.27.14 Meeting Minutes (8:10 a.m.)
• Overview of minutes provided by Brooke Staff
• Motion to Approve Minutes: Chair Berkman
• Second to Motion: Peter Kramer
• Minutes approved

IV. Discussion regarding FY 14 Audit Items for Follow Up (8:12 a.m.)
• Finance Staff has reviewed monthly and quarterly close-out procedures
• Finance Staff developed a detailed action-item list for monthly and quarterly close-out – includes at least one, but sometimes two levels of review by Business Manager and/or Chief Operating Officer
• Paying particular attention to items and journal entries identified in the FY 14 Audit
• Staff will also experiment with locking Quick Books on a quarterly basis
• Monthly financial statements will be prepared by Associate Business Manager and reviewed by the Business Manager and COO
• We are shifting some responsibilities around, to free up additional time for the Business Manager to review entries
• We will engage our auditor, AAF, to perform a “Quarterly Review” per the scope included in the committee packet

V. Review of YTD Quarter 2 Financial Statements (8:30 a.m.)
• Discussion regarding payroll and benefits accounts being below budget – driven in part by unfilled network positions and positions filled later in the year than budgeted
• Discussion regarding the release of restricted grants – amounts and timing
• Discussion regarding a $456,000 variance for Brooke Roslindale in the Operating Expense account – driven by fact that the FY 15 budget assumed Roslindale would be the owner of 150 American Legion Highway, and therefore would need to expense the depreciation. However, ownership is with Brooke 2 LLC, and the building is depreciated under Brooke 2 LLC, not Brooke Roslindale.
• Chair and BCS Staff discussed net income estimates, and the fact that, because of timing, the actual net income will be lower.
• BCS staff to follow up regarding network facilities account and the variance identified in the income statement
• BCS staff led a discussion regarding cash flow estimates, and that future financial statements will show an additional line for cash balances that should be considered a “cash reserve,” and an additional line showing the FY 14 comparisons.
• BCS staff and committee members discussed efforts to perform a thorough review of tuition estimates and surplus carryover
VI. Review of FY 16 Budget Timeline (8:50 a.m.)
- Budget workbooks have been drafted and are under review
- Based on feedback from last year’s process, BCS staff has built in a cross-campus meeting with school leaders to discuss the budget and share information
- We have also built in a second “passback” to school leaders so they will have a third opportunity to make any necessary adjustments toward the end of the process
- Allows Finance Committee review of budget for 25 days (between April 13 and May 8)
- Allows full board approximately 7 days to review budget before May 20th meeting on consideration of the FY 16 budget

VII. Capital Needs Assessment for 190 Cummins Highway (9:00 a.m.)
- This CNA was used, in part, to inform the FY 15 Capital Improvement Budget
- The CNA will be used in subsequent fiscal years to prioritize projects for inclusion in Capital Improvement Budgets
- FY 15 focus was on ensuring Brooke Roslindale could carry the boiler and heating system for the 2014-15 school year, and plan for a boiler replacement in summer of 2015
- BCS staff has begun the bidding process for the boiler replacement project
- Discussion regarding additional items in FY 15
- BCS staff will develop a summary of the CNA and related long-term capital cost estimates for presentation to the full board
- BCS staff will be developing estimates of the appropriate funding level to be allocated toward capital reserves each year, and will share this information in subsequent committee meetings

VIII. Discussion: Network-Wide Short-Term/Mid-Term Budget Outlook (9:15 a.m.)
- Discussion regarding the 10 year long-term budget model that has been prepared
- BCS staff shared that additional modifications will be needed to refine the long-term budget model (including assumptions around tuition and reserves)
- The long-term model will be the basis for the short-term (four year) budget outlook

IX. Issues to Present to Full Board at 2.11.15 Meeting (9:25 a.m.)
- BCS staff to prepare a summary of the CAN – condensed version of the report and the financial estimates
- BCS staff to be prepared to discuss teacher compensation and surplus for the next Finance Committee meeting in March
- BCS staff to condense the YTD Q2 materials for dissemination to the board, including highlights around cash position (cash flow and reserves)
- BCS staff to provide a short summary of the actions taken in response to FY 14 audit

X. Motion to Adjourn (9:30 a.m.)
- Motion to Adjourn: Chair Berkman
- Second to Motion: Peter Kramer
- Meeting adjourned at 9:35 a.m.
In attendance: Scott Oran, Joanna Jacobson, Lauren Kushman, Kimberly Steadman, & Jon Clark

Meeting Focus: Annual Co-Director Evaluation (in preparation for February 11, 2015 board meeting)

1. Kimberly Steadman summarized her self-evaluation

   **Strengths:** academic performance is strong, principal performance is strong, pleased with efforts to date around new academic initiatives including hiring of Ivan Rudnicki as founding computer science chair and codifying our vision of what great teaching looks like by subject area including providing detailed math unit plans for grades K-5

   **Areas for further growth:** need to figure out how much supporting materials teachers need and would be helpful.

   **Governance Committee Questions:** Does Kimberly need more capacity/support staff? Kimberly talked about principal transitions for next year and Katie Megrian starting as network academic support. Joanna says Kimberly should think about whether she should hire more support than that.

2. Jon Clark summarized his self-evaluation

   **Strengths:** strong financial position, fundraising is strong

   **Areas for further growth:** school-based operations leadership still at a B, not an A. Need to do more to engage community leaders.

   **Governance Committee Questions:** Should we hire a director of community engagement? E.g. Someone to take lead on community leader engagement.

Next steps: Governance Committee to present summary of evaluations to full-board for discussion on February 11, 2015 with a recommendation to accept the 2013-2014 Co-Director Evaluations for Jon Clark and Kimberly Steadman.
A. Attendance taken and motion to approve November 2014 meeting minutes: Unanimous

B. Development Update:
   a. Scott Knox highlighted individual and institutional giving to-date (see Development Update) and the various engagement pathways for individual supporters including the December book club.
   b. Scott to set-up individual meetings with board members to discuss ways to support ongoing development efforts.

C. Finance Update:
   a. As follow-up from the FY 14 audit, Chris provided an update on the recommendations to adapt internal procedures as made by the auditors (see Finance Update).
   b. On the Roslindale campus capital improvement budget, Chris highlighted that the $5m overall list of improvements is a total “all-in”. Following, Chris, Jon, and the Finance Committee will review the list of overall projects in terms of priority, timing, and cost in order to determine next steps and a project timeline.

D. FY 15 Strategic Priorities Update
   a. Kimberly shared an update on an upcoming school leader transition. Specifically, Katie Megrian, founding principal at Brooke Mattapan, will transition from her current role to support ELA instruction and curricula development at the end of the academic year. Kimberly highlighted that Katie’s knowledge of Brooke, her strong instructional background, and her strength with ELA content make her an exceptionally unique candidate for this new role. Kimberly anticipates a seamless transition as Abby Waldman, assistant principal at Brooke Roslindale, moves into the principal role at Brooke Mattapan. Kimberly noted Abby’s strengths as a school leader and readiness to assume her new role.
   b. Ivan Rudnicki, founding chair of computer sciences, is on board and has been visiting Brooke classrooms, other schools, and is working on developing a broader scope and sequence on curricula that will likely begin with kinder instead of third grade as originally proposed. Ivan is aiming to pilot computer science activities this spring, followed by a campus roll-out for 2015-2016 with full-network adoption of a computer science program in 2016-2017.
   c. Hilary asked for a brief update on the legislative update. Jon provided a quick run-down on the Governor, Speaker, and Senate President, as well as the Secretary of Education in terms of who’s been charter-friendly or not. Joanna shared that more parent organizing is needed as this won’t be a quick fix.

E. Enrollment Policy
a. Jon outlined proposed revisions due to new DESE policies on enrollment procedures, specifically around maintaining wait-list information. Moving forward, we cannot roll school waitlists from year-to-year; following, interested parents will have to apply each year. Motion to approve new enrollment policies: **unanimous**.

F. CORI Policy Update
   a. Motion to approve new CORI policy: **unanimous**.

G. The next board meeting will be the BCS Board of Directors’ annual retreat and is scheduled for April 1, 2015, 6:00 – 9:00 pm.

H. Co-Directors Annual Evaluation
   a. The Governance Committee introduced the annual Co-Directors’ evaluation (for Jon Clark and Kimberly Steadman) for a full board discussion. The Governance Committee reviewed and discussed the attached Board evaluations and self-evaluations.
A. Attendance was taken. After informal introductory comments and dinner (courtesy of Scott Oran), the board had a discussion on two key components:

- Codifying and documenting the Brooke model
- Developing strong connections with the communities Brooke serves

A. Codifying our model / instruction:

a. Kimberly provided background on Massachusetts learning standards and assessments:

   i. MA changed its standards a few years ago to Common Core and noted that ultimately the rigor is dependent upon the quality of the assessment.

   ii. PARCC is a consortium and it originally included 23 states, but now a much lower number of states are participating. Some states have dropped out due to the cost of the test; other states feel as if it is the federal government mandating new standards.

   iii. In MA, Brooke had a choice to stay with MCAS or move to PARCC for ’14-15; we decided to adopt PARCC in paper format.

b. Kimberly shared samples of MCAS and PARCC questions for board members to review, compare, and contrast. Board members asked if “teaching to the test” is a concern with the rigor of PARCC: Kimberly said no, the overall rigor of the new assessments are so high that it will only be beneficial for students (e.g. evaluating conventions as well as content on student writing whereas the MCAS only evaluated convention). Bart asked about students’ ability to do well on the exam. Kimberly shared that it will take time for students’ scores to go up, and most likely all districts will go down in the transition to new exam.

c. Kimberly then transitioned into what we are choosing to codify and how we are continuing to support our teachers. Kimberly shared some of the following highlights:

   i. 71% of teachers asked for more support in writing. Good news! Kimberly is excited to report that Katie Megrian, founding principal at Brooke Mattapan will transition into a new role at the network level, Academic Director for ELA to support teachers and school leaders in writing and other related ELA areas.

   ii. Kimberly shared that we are looking at more instructional support including video documentation, cataloging student work, capturing model lessons, etc.

   iii. In regards to math, Kimberly shared that we’ll continue the work that we’re doing to support additional unit and lesson plan development.

   iv. Computer science is still rolling out, so nothing to document yet.

   v. Finally, in regards to science, we’re not taking on right now, but we need to find someone who really knows Brooke and science.

d. In follow-up, LaRoy asked about teacher retention: Kimberly shared right now we retain 84% of teachers. Bart asked about the demands on teacher, and Alex asked about if we’re doing
anything to make teacher work-life balance to make it better. Kimberly shared, for example that only 7% wanted lesson plans (as one investment we could make) but not something that people seem to want. We will continue to solicit teacher feedback in this area.

B. Building strong connections with the communities we serve:
   a. Jon opened that when we talk about building relationships with the neighborhoods we serve, our families come from many different communities (we’re not a neighborhood school). Ultimately, do our families feel like our schools are their schools?
   b. Jon discussed board representation as well as the composition of teaching staff. Within teachers, Jon recognized that there is an acute problem within the MA public teacher talent pool: 94% of public school teachers are white or Asian.
   c. Moving forward, Jon shared different strategies to build connections to the communities served by Brooke within Boston and Chelsea, including a pipeline program to attract sophomores and juniors in college to teaching, a scholarship option for qualifying Associate Teacher candidates, a focus by the full Board and through the Governance Committee to identify additional board member candidates with strong community connections, and our plan to add the position of Chief External Relations Officer to oversee, build, and strengthen community connections for cross-organizational benefits.

C. The meeting was adjourned, and it was noted that the next meeting location has been changed from Brooke Mattapan (due to PARCC testing) to Strategic Grant Partners at 240 Newbury Street, 2nd floor in Boston.
## Finance Committee of the Board of Trustees

### Meeting

Friday, April 3, 2015  
8:00 a.m. to 9:30 a.m.

Nonprofit Finance Fund - 89 South St., Boston, MA 02111

| I. | Call Meeting to Order  
Accept Prior Meeting Minutes | 8:00 a.m. |
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| II. | Updates on FY 14 Audit Follow Up  
Finance Committee Members & BCS Staff | 8:00 a.m. – 8:05 a.m. |
| III. | Review of YTD Feb. 2015 Financials  
Finance Committee Members & BCS Staff | 8:05 a.m. – 8:20 a.m. |
| IV. | Review of FY 16 Budget Highlights & Next Steps  
BCS Staff | 8:20 a.m. – 8:40 a.m. |
| V. | Discussion: Network-Wide Short-Term/Mid-Term Budget Outlook  
Finance Committee Members and BCS Staff | 8:40 a.m. – 9:20 a.m. |
| VI. | Review Issues to Present to Full Board at 5.20.15 Meeting and New Business  
Finance Committee Members and BCS Staff | 9:20 a.m. – 9:30 a.m. |
| VIII. | Adjourn | 9:30 a.m. |
Finance Committee of the Board of Trustees  
Meeting Minutes

I. Attendees: Hilary Berkman (Chair), LaRoy Brantley (Cmte. Member), Peter Kramer (Cmte. Member), Christopher Bizzacco (Staff), Matthew Cameron (Staff), Yvette Philip (Staff)

II. Meeting Called to Order by Peter Kramer (8:15 a.m.)

III. Approval of 1.23.15 Meeting Minutes (8:20 a.m.)
   • Overview of minutes provided by Brooke Staff
   • Motion to Approve Minutes: Peter Kramer
   • Second to Motion: LaRoy Brantley
   • Minutes approved

IV. Discussion regarding FY 14 Audit Items for Follow Up (8:25 a.m. – 8:40 a.m.)
   • Review of steps taken by Finance Staff to improve monthly and quarterly close-out procedures
   • Staff provided an update with regard to engaging the audit firm AAF to perform a “Quarterly Review” per the scope previously discussed with the committee on 1.23.15.
   • Staff discussed that AAF conducted their first quarterly review
   • AAF’s report on the quarterly review was disseminated to members of the Committee
   • The Finance Team confirmed that any items raised by AAF in their review are being addressed
   • The Finance Team briefly discussed the ongoing audit process of associated NMTC/HTC entities (Brooke 2 LLC, Brooke 2 Master Tenant LLC, and Brooke Support Corporation), and discussed the next steps for the second investment installment for NMTC/HTC

V. Review of YTD 2/28/15 Financial Statements (8:45 a.m. – 9:30 a.m.)
   • BCS Staff reviewed the variances in the combined Brooke Enterprise YTD (all Brooke Schools and Foundation):
     o Variance in private grants and donations driven by fact the Foundation will not need to make any direct grant payments from Foundation funds to the Brooke Schools in FY 15
     o The tuition reimbursement variance is “0” but anticipating a positive variance
     o Misc. Income is higher due to the need to reflect QZAB-related IRS subsidy as income on both the schools and the foundation
     o The Committee directed BCS Staff to show Misc. Income according to key sub-accounts for future financial statements
     o Request from LaRoay Brantley to provide a summary of each of the debt instruments owed to/by the schools and Foundation. BCS Staff confirmed they have developed those summaries and will shared with the Committee in advance of the next meeting.
Network Tuition and Facilities Charges are showing lower than budgeted because the FY 15 budget assumed the network would pay all facility expenses (in terms of rent or mortgages), but Brooke Mattapan must actually pay rent to Brooke 2 Master Tenant LLC.

Below budgeted payroll expenses resulting from delayed hiring for certain roles, some roles going unfilled, and the FY 15 budget assumed all new hires would enroll in our most expensive insurance plan.

The overage in Facility Expenses due to the required Brooke Mattapan rent payment to Brooke 2 Master Tenant LLC

The driver behind operation expenses being lower than budgeted is largely a result of not yet purchasing certain equipment for computer curriculum, and because certain expenses for Brooke Mattapan and East Boston were modeled after Brooke Roslindale historical trends, but have come in under budget.

Depreciation is forecasted below budget because ownership of 150 American Legion Hwy. was transferred to Brooke 2 LLC, thus the depreciation is removed from Brooke Roslindale’s books.

The overage on Interest Expense is again due to the QZAB-related IRS subsidy.

Network charges are lower than budgeted due to Brooke Mattapan paying rent directly to Brooke 2 Master Tenant LLC, and all three schools transitioned to a school-based school psychologist, so those positions were transferred from the network to school budgets.

Network expense is grant funded payroll.

The Committee and BCS Staff then discussed YTD Cash Flow

Per Committee request at the 1/23/15 meeting, BCS staff has provided further detail on the Cash Flow, showing an additional line for cash balances that should be considered a “reserve,” and an additional line showing the FY 14 comparisons.

BCS Staff will investigate and report back on why the cash flow net does not match up with the income statement net income cash (partial explanation is that the July 2014 cash flow figure shows a large tuition payment received late from the state, so it should be attributed to FY 14 not FY 15. Would also need to adjust the FY 14 end month cash balance to show the July 2014 tuition).

VI. Review of FY 16 Budget Highlights and Timeline (9:30 a.m. – 9:45 a.m.)

- FY 16 Budget workbooks have been returned back to BCS Finance Staff after their third review by school leaders.
- BCS staff indicated that the vast majority of the budgeting process has been completed, and they have a very solid draft budget which will be reviewed with the BCS Co-Directors next week.
• BCS Staff remains on target to have the budget to the Finance Committee members by April 13th, allowing for more than 20 days until the May 8th Finance Committee meeting to consider and vote on the FY 16 Budget.
• Discussion took place regarding the Brooke Mattapan student enrollment estimates.
• BCS Staff reviewed some of the FY 15 vs. FY 16 variances, many of which relate to the FY 15 budget vs. forecast previously discussed during review of the FY 15 YTD Financial Statements.
• Committee members inquired as to the reduction in budgeted federal entitlements, and BCS Staff indicated they are in conversations with state contacts to gauge the FY 16 entitlement situation.
• BCS Staff reviewed the basis for the FY 16 tuition rate estimates, and Committee members expressed their approval of those estimates.
• Hilary Berkman inquired as to the basis/benchmark being used in terms of facility expenses. BCS staff will report back on that benchmark for the next meeting, showing percent of the overall budget allocated toward facility expenses for maintenance and operation vs. facility expenses for debt service and rent.
• BCS Staff indicated they will also have a draft FY 16 Capital Budget for Committee review.

VII. Discussion: Network-Wide Mid-Term/Long-Term Budget Outlook (9:45 a.m. – 9:50 a.m.)
• BCS Staff shared a memorandum outlining several components of the planning effort for the mid to long-term budget outlook – including key debt service highlights, an overview of the 20% Carryover Calculation, and a high-level review of cash flow.
• Time permitting, BCS Staff will continue discussion on the Mid-Term/Long-Term Budget Outlook at the May 8th Committee meeting.
• Committee members were asked to contact BCS Staff for any further recommendations on particular inputs or components they would like to discuss in terms of mid/long term budgeting.

VIII. Issues to Present to Full Board at 5.20.15 Meeting (9:50 a.m.)
• FY 16 Budget – including, FY 15 budget overview (FY 15 budget/forecasts), FY 16 vs. FY 15 variances, combined statement of cash-flows, and FY 16 Capital budget.

IX. Motion to Adjourn (9:50 a.m.)
• Motion to Adjourn: LaRaoy Brantley
• Second to Motion: Peter Kramer
• Meeting adjourned at 9:51 a.m.
|   | Call Meeting to Order  
  Accept Prior Meeting Minutes  
 Hilary Berkman, Treasurer | 8:00 a.m. |
|---|---|---|
| II. | Updates on FY 14 Audit Follow Up  
 Finance Committee Members & BCS Staff | 8:00 a.m. – 8:05 a.m. |
| III. | Consideration of FY 16 Budget  
 Finance Committee Members & BCS Staff | 8:05 a.m. – 9:00 a.m. |
| IV. | Consideration of Capital Improvement Contract Estimates  
 Finance Committee Members & BCS Staff | 9:00 a.m. – 9:15 a.m. |
| V. | Review of YTD April 2015 Financials  
 Finance Committee Members & BCS Staff | 9:15 a.m. – 9:25 am. |
| VI. | Review Issues to Present to Full Board at 5.20.15 Meeting and New Business  
 Finance Committee Members and BCS Staff | 9:25 a.m. – 9:30 a.m. |
| VII. | Adjourn | 9:30 a.m. |
Finance Committee of the Board of Trustees

Meeting Minutes

I. Attendees: Hilary Berkman (Chair), LaRoy Brantley (Cmte. Member), Peter Kramer (Cmte. Member), Jon Clark (Staff & Member Ex-Officio), Christopher Bizzacco (Staff), Matthew Cameron (Staff), Yvette Philip (Staff)

II. Meeting Called to Order by Hilary Berkman (8:07a.m.)

III. Approval of 4.3.15 Meeting Minutes (8:10 a.m.)
   • Overview of minutes provided by Brooke Staff
   • Motion to Approve Minutes: Peter Kramer
   • Second to Motion: Hilary Berkman
   • Minutes approved

IV. Discussion regarding Quarterly Audit Reviews (8:10 a.m. – 8:13 a.m.)
   • Staff provided an update with regard to the audit firm (AAF) “Quarterly Review.”
   • Staff discussed that there were no additional changes from the draft quarterly review report shared at the 4.3.15 meeting.
   • Auditors are performing their second quarterly review this week, and BCS staff will provide the draft report from that review at the next Finance Committee meeting.

V. Review and Consideration of FY 16 Budget: (8:15 a.m. to 9:05 a.m.)
   • Committee members reviewed the FY 16 budget highlights memorandum
   • BCS Staff confirmed that there is some variation between the draft FY 16 budget highlights memorandum distributed at the 4.3.15 meeting and the current version presented to the Committee, and BCS staff reviewed those changes.
   • Discussion between Committee members and BCS staff regarding East Boston enrollment, and the required proportions of Boston and Chelsea students.
     o Co-Director in discussion with DESE regarding this issue
     o The Co-Director and Committee then briefly discussed the consolidation process.
   • BCS staff led a review of the FY 16 budgeted revenue sources
     o Discussion regarding network charge, and the network operating and capital reserve on income and expense side.
     o Discussion regarding auditor’s guidance pertaining to the accounting of reserves.
     o Discussion regarding one-time revenue sources, and that BCS staff will be reviewing the network charge for FY 17.
Committee requests that BCS staff now use the actual forecast tuition for FY 15 forecast in the summary to be shared with the Board, given we are nearly at the end of FY 15.

- BCS staff led a review of FY 16 budgeted expenses
  - Discussion regarding the budget process, and whether school leaders felt more comfortable with budget process this year given slight variation in conservative revenue assumptions.
  - BCS staff responded that the budget process was successful, and that, in their opinion, school leaders were comfortable with their expenditure decisions. The BCS staff will be conducting a review of the budget process with school leaders to identify any areas of improvement, as they have in prior budget cycles.
  - BCS staff led a review of variances – FY 15 budget vs. FY 15 forecast and FY 15 forecast vs. FY 16 budget.

- Chairwoman Berkman requested that the budget presentation for the full board included a condensed table showing the FY 15 and FY 15 vs. 16 variances.

- Consideration of FY 16 Budget:
  - Motion to approve: Peter Kramer
  - Second to Motion: LaRoy Brantley
  - Unanimous approval

VI. Consideration of Capital Improvement Contract Estimates (9:05 a.m. to 9:15 a.m.)

- BCS staff led a review of the memorandum detailing 6 planned capital expenditures to take place between May 2015 and October 2015.
- Per Brooke Fiscal Policies and Procedures, approval of expenses/contracts in the amount of $25,000 or greater requires board approval.
- Discussion regarding funding sources for the capital projects. With the exception of one private grant funded project (East Boston playground structure) the remaining projects will either be funded through a construction project account or reserves.
- BCS staff briefly fielded questions regarding the public bidding process in relation to the proposed capital expenditures.
- Motion to Approve: Hilary Berkman
- Second to Motion: Peter Kramer
- Unanimous approval

VII. Review of Q3 Financial Statements (9:18 a.m. – 9:30 a.m.)

- BCS Staff reviewed the variances in the combined Brooke Enterprise Q3 (all Brooke Schools and Foundation):
  - Total expenses are down by approximately $686,000
  - Review of net income accrual basis forecast
  - Review of cash-flow and the estimated cash balance at FY 15 year end
Discussion regarding monthly tuition reimbursement and the impact on cash-flow
Brief review of miscellaneous income and the new sub-accounts created

VIII. Issues to Present to Full Board at 5.20.15 Meeting (9:30 a.m. to 9:33 a.m.)
• FY 16 Budget – including, FY 15 budget overview (FY 15 budget/forecasts), FY 16 vs. FY 15 variances, combined statement of cash-flows, and draft FY 16 Capital budget
• Finance Committee will meet again on June 8, 2015, and agenda items will include a discussion of long-term debt obligations.

IX. Motion to Adjourn (9:35 a.m.)
• Motion to Adjourn: LaRaoy Brantley
• Second to Motion: Peter Kramer
• Meeting adjourned at 9:35 a.m.
Brooke Charter School Board of Trustees, Meeting Notes – May 20th, 2015, 240 Newbury Street, 2nd floor, Boston, MA

In attendance – Bart Bussink, Joanna Jacobson, Lauren Kushman, Scott Oran, Imari Paris-Jeffries, Jon Clark (ex officio), and Kimberly Steadman (ex officio); staff: Chris Bizzacco, Matt Cameron, Rachel Kohn, Scott Knox, Yvette Phillip

1. Scott Oran called the meeting to order. Unanimous approval of the February 2015 and April 2015 board meeting minutes.

2. FY 16 Budget Discussion / Vote: Chris provided a budget overview, including highlights on income, expenses, and variances from FY 15.
   a. Scott Oran asked about network charge (10%) and if it’s a true reflection of the network related costs. In FY 16, Chris wants to drill down on the true costs to compare to the 10% fee and potentially adjust as need-be.
   b. Chris affirmed that the annual facilities charge is related directly to the debt service for the three buildings and is compiled and split three ways.
   c. Group discussion on the cost/student and the role of depreciation in calculating the figure.
   d. Jon shared that 80% of revenues will go to salary and personnel costs,
      i. Joanna asked about whether or not putting money into benefits affects teachers who have families. Jon shared that our budgeting approach allows us to make more generous compensation increases versus subsidizing benefits, which is overall preferred by teachers (many of staff with families are on their spouses’ insurance). Jon also shared details on the teacher compensation structure for the upcoming year – new teachers – 4%, veterans (3 years) – 9%, master teacher track – 12%, and master teachers -14% which ultimately caps at 120K with COLA compared to BPS which caps out at 100K. Jon also highlighted Brooke’s revised parental leave expansion policy: for every year you’ve been at BCS, you get a full additional week of paid leave starting.
   e. Lauren asked about a multi-year budget and if we have one. Chris said we’re working on a ten-year budget. Long-term philanthropic need is dependent upon growth and how much we want to raise to make early debt-servicing payments.
   f. Bart and Lauren asked about the reserves: how much and what will it be used for?
      i. We currently have 5.2 months of cash.
      ii. Lauren asked what the big surpluses will be used for. Chris and Jon responded reserves are for growth and long-term capital improvement projects.
   g. Scott Oran asked for a motion to increase the FY 16 budget. Bart motioned, followed by unanimous approval.
   h. Scott Oran requests motion to approve capital expenditures exceeding $25,000. Unanimous board approval.

3. Consent Agenda: follow-up Q&A to Development and Alumni Affairs reports
   a. Scott Knox highlighted recent success with institutional support for Brooke’s new computer science program as well as FY 15’s strong annual appeal which focused on direct support for 8th grade scholars and Brooke alumni.
b. Scott K. acknowledged that Sarah Holden, Director of Brooke’s Office of High School and College Success is unable to attend the meeting. Scott noted the college enrollment and graduation figures reinforce Brooke’s need for a high school that can bring students right up to the door step of high school.

4. DESE-votes
   a. Scott Oran recommended that unless there were objections, the board should bundle the Brooke Mattapan charter renewal and the changes to the restraint and code of conduct policies together for approval. Lauren motioned, followed by unanimous approval of both.
   b. Jon reviewed the recommendation to consolidate the three current charters. Consolidated charters would provide current students preference for attending a future Brooke High School, and from a financial standpoint a consolidation will make things easier for general financial management. Jon shared that we intend to submit a DESE amendment to consolidate our charters by August 1st. Imari motioned, followed by unanimous approval to consolidate charters.

5. Board Officers, 2015-2016
   a. Jon shared that Scott O. has agreed to another term as Board Chair for 2015-2016. BCS Board to revisit Treasurer appointment in fall 2015.

6. Updates:
   a. Chris shared that the auditors will be checking to see if Board of trustees have completed the Conflict of Interest training and encouraged members to complete.
   b. 2015-2016 board meeting schedule reviewed; November conflict noted, calendar poll to follow over email.

7. Co-Director compensation
   a. Board agreed to review Co-Director performance and compensation, and make any changes to compensation, before the start of each fiscal year.
   b. For FY 15, the board had unanimous agreement on compensation level for Co-Directors (with a retro-active compensation to the start of the fiscal year).
   c. Board decided to explore during the coming year how best to align Co-Director compensation with performance, in order to maintain alignment between the leadership and teacher compensation systems.

8. Meeting adjourned.
1. Welcome and review of agenda
2. Report out on Brooke and Alumni Updates
3. Year-end reflections (two break-out discussions)

   A. Career Pathways Program (discussion led by Aminata Kaba)

**Highlights**
- Total Number of Participants: 16
- Total Number of Volunteers: 14 (including alumni coaches and job shadow hosts)
- Job Shadow Experiences:
  - (3) The Department of Youth Engagement & Employment, *Youth and Career Development Coordinator*
  - (1) West End House Boys and Girls Club, *Visual Arts Coordinator*
  - (1) Ellevation Education, *Partner Support*
  - (2) Nonprofit Finance Fund, *Associate Director* (Organized through AAC)
  - (3) Bottom Line, *Career Counselor* (Organized through AAC)

**Summer Opportunities (include):**
- Hale Reservation: Camp Counselor
- Northeastern Marine Science Center: Coastal Ocean Science Academy
- Jim Deitch Leadership Fellow, Brooke Charter Schools (through Boston Latin School)
- Travel to Trinidad and Tobago
- Brooke Mattapan Administrative Assistant
- Charles River Creative Arts Program: Counselor in Training
- Thompson Island Outward Bound: Green Ambassador

**Pluses:**
- Facilitators/Workshop content (applicable, relevant and comprehensible) and developed a relationship with the Department of Youth Engagement and Employment
- Space/meeting locations (generously donated to us by friends and partners)
- Resume completion
- Engaged in community service with Cradles to Crayons, Room to Grow, and the Greater Boston Food Bank

**Deltas:**
• Inconsistency in alumni attendance/tardiness
• Job shadow host recruitment
• Piloting an alumni coaching model of programming (recruitment of coaches, forging ongoing relationships, etc.)

Focus Questions:
1. How can we best leverage participation from the committee to host or secure a host site for job shadows?
2. What other shapes and forms can we mold to mimic the value of a job shadow experience for Brooke alumni? (Job shadows, another shapes or form should we assume?)

Career Pathways Meeting Notes:
• A career panel would give alumni exposure to a variety of jobs + what the job entails
• AAC expressed angst around having students shadow their day-to-day doings...questioning “is this experience rich enough?”
• Considering the time of year/timing of job shadows may yield more host participation from volunteers and prospective job shadow host sites
• “Alumni need to know they need to be fully committed”
• Have participants conduct 1:1 interviews with other colleagues at the job shadow site/work with HR to formalize the experience perhaps with an in-person mock interview while at the job shadow site
• Alumni must be reminded and strongly encouraged to follow job shadow documents and scripts to make the process run smoothly
• Utilize Brooke alumni (college graduates) to mentor K-8 Brooke scholars
• Tapping into college aged students because they may be more relevant...closer in reach to current students (Peter)
• Peter likes the speed dating idea. He says it’ll give students a sense of real options.
• Perhaps assemble a panel of professionals for 8th grade scholars
• Establish consistent job shadows (a schedule) for alumni to revisit their job shadow host/placement (Marvin) because tasks and doings will vary and they can get a better idea of what the work actually entails
• Jeff mentioned City Year’s “18 Minute” speed dating model and says he can access these resources if we’d like
• Speed dating is lower stakes, less of a commitment for partners and volunteers (Peter)
• Hannah thinks increasing alumni buy-in is key
• Marvin says the committee should be responsible for securing summer job placements (buy-in) for Brooke alumni who successfully complete the program.
• Have a mentor/coach mixer prior to workshops (Stacy)
• Transportation/location of placements seem to pose as challenges for alumni
• Aminata should be deliberate in creating/advising a +/- feedback component
• An event to introduce job shadow hosts and participants a week prior to shadows to potentially ease the angst and intimidation of alumni (Luisa)

B. 3rd Annual Trivia Fundraiser (discussion led by Rachel Kohn)
Highlights
- Money Raised: $7,077
- Pre-Sale Tickets: 63
- Pre-Event Donations: 15
- Alumni Committee Donations: $3,795

Pluses:
- Increase of book stipend donations from 3 totaling $300 in 2014 to 15 totaling $885 in 2015
- Increase in AC donations from $3,040 in 2014 to $3,795 in 2015
- Met and surpassed fundraising goal of $7K

Delta’s:
- Decrease in pre-sale tickets from 88 in 2014 to 63 in 2015
- Feedback to consider silent auction vs raffle for donation items or maybe a hybrid

Trivia Night Feedback Notes
- Trivia Night is a fun event every year and keeps people coming back
- Pre-sale tickets – harder to get people to commit ahead of time. To encourage more pre-sales, we could charge less for the pre-sale and more at the door.
- There is an ease of paying at the door. There’s not a need to have funds ahead of time since we do not need the funds to reserve space or pay for a deposit.
- Research different platforms for ticket purchases that might be cheaper than Eventbrite for donations and ticket sales.
- There could/should be further coaching for alums to better their public speaking.
- The raffle/silent auction will be much more successful with better/more desireable items.
- We can be better around organization up front to go after defined prizes -- we should start earlier with the planning process i.e. October/November. Organizationally, we can divide committee members into areas to focus on for prize requests, for example 3-4 committee members get sports tickets, 3-4 request concert tickets, 3-4 request hotel rooms, 3-4 request well-known restaurant gift cards, etc.
- Strong recommendation from raffle to silent action and the push for committee members to engage in “bidding wars” with friends attending trivia night.
- The ask can be stronger by follow-up? Personalized follow-up from committee members
- Why we do February? Look at Spring breaks for grad schools to do it in early March.
- Keep an eye out for other locations in case BBSC becomes too small of a venue for the event.

4. Wrap-up and next steps:
   a. Recap of action items
   b. Review of committee matrix and various profiles of potential members we’re looking for
   c. Doodle poll to follow on kick-off meeting for fall 2015