

## BCS Board of Directors - Meeting Notes: March Retreat

Brooke Mattapan | 150 American Legion Highway, Mattapan, MA | March 28, 2018 | 6 PM - 9 PM

**In Attendance:** Alex Finkelstein, Scott Oran, Devita McConnell, Joanna Jacobson, Trevor Rozier-Byrd, Tom O'Rourke, Lauren Kushman

**Also In Attendance:** Yvette Philip, Scott Knox, Isabella Cucchi, Hagar Berlin, Jon Clark, Kimberly Steadman, Abby Waldman, Meg Parquette, Danielle Blair, Elza Matthieu, Mark Loring

**Unable to Attend:** LaRoy Brantley, Charles Ledley

- I. Opening Items
  - A. Scott O. calls the meeting to order, takes attendance, and asks for any public comments
  - B. Isabella C. records attendance
- II. Mission Moment - Brooke Principal Panel
  - A. Board members meet four members of Brooke's instructional leadership team (3 principals, one assistant principal)
  - B. Board members engage in Q&A with Brooke school leaders (facilitated by Kimberly S.).  
Questions included:
    1. What has been your career trajectory?
    2. What do you think sets Brooke apart from other schools?
    3. How would you describe/how do you think about your role as principal?
    4. Can you talk about a student that you have had an impact on/had a significant relationship with?
    5. How do you work to develop teachers?
    6. Are you able to quickly identify which teachers might struggle - how do you support them?
    7. How do you all work together as a network of principals across campuses?
    8. Can you share one goal that you have for yourself in the next 6-12 months?
    9. How do you reconcile hiring the perfect person vs. hiring someone because you need someone in the role ASAP?
    10. How do you deal with middle schoolers/how do you help them love school again?
- III. Board Business
  - A. Scott O. calls for a vote to approve the November and February board meeting minutes
    1. Suggested change to the November minutes - remove potential donor names
    2. Motioned by Devita M., seconded by Joanna J., minutes approved pending changes to November minutes
  - B. Jon C. shares that Brooke is extending our school year by one day due to the number of snow days we have had this year
  - C. Board reviews the updated board nominations matrix, especially the newer board nominees. Hagar B. shares that our goal is to add two new board members in FY18
- IV. Fundraising Update
  - A. Update on Brooke High School capital campaign
    1. Hagar B. shares that the biggest need is to get introductions to potential donors and current prospects
- V. Strategic Planning Discussion
  - A. Part I: Overall Process Update & Discussion of Culture of Academic Achievement
    1. Jon C. reviews strategic priorities: bolstering academics and culture, recruiting and retaining great teachers (particularly teachers of color), better connecting operations and instruction, resource allocation and development (long-term

- budget, staffing plan for network office, fundraising plan), and shares that in May, we'll have a thorough plan that will map out how we'll reach the above objectives
2. Trevor R. asks how college persistence fits into our strategic plan
    - a) Jon C. explains that college persistence is a key measure for our first goal above (our mission is to get our students to and through college and that is how we measure success), and that we are specifically focused on Brooke High
    - b) Kimberly S. shares that we have a whole college counseling team that focuses on college planning, placement, and persistence
  3. Tom O. asks how we track results over time; Jon C. answers that we track every cohort and release reports in May, our data gets better and more reliable every year
  4. Jon C. notes that at Brooke's last network-wide professional development session on March 7, 2018, we reviewed our strategic plan with teachers and school staff and selected readings from *Young, Gifted and Black* to engage school staff in a conversation about our culture and specifically, discuss, in a research-based way, what a culture of achievement looks like for students (particularly students of color)
  5. Board members read excerpts from the selected readings from *Young, Gifted and Black* and compare what culture of achievement looks like at Brooke
    - a) Board members discuss the importance of schools setting the bar high for *everyone* and creating a culture where all students are expected to achieve; discuss importance of not tracking students, specifically in high school
    - b) Kimberly shares Brooke value of community and lifting one another up/growth mindset vs. individualism/a competitive school model
    - c) Board engages on how to best support students who aren't meeting expectations and how to give them the tools and strategies to meet the standards, how to develop students' identities as achievers
- B. Part II: Update on Long Term Budgeting Process, Findings To Date, & Next Steps
1. Jon C. shares that the finance committee is working on a year-long project designed to help us better estimate our long term expenses and revenues; the group will have a long-term report in May; Ray Xi, member of the finance committee, put together long term compensation model
    - a) Brooke has moved away from a bonus model and towards a performance-based compensation model to both attract and retain great teachers (created raise categories, now making higher starting offers), our new model is much more competitive with BPS and over time, Brooke teachers can make more than they would at BPS
    - b) Review of long-term compensation model
      - (1) Trevor R. asks if we will consider our expense rates and debt service in our long term plan, and Yvette P. shares that is the next stage of the project
      - (2) Devita M. asks if we are looking externally to hire great teachers as well - not just developing our own. Kimberly S. and Jon C. say yes
- C. Part III: Talent Report Findings & Discussion
1. Board decides to move this to the next meeting

VI. Closing Items

- A. Scott O. adjourns the meeting