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

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
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 the 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