

**Brooke Board of Directors**  
**Meeting Minutes: September 12, 2019**  
**Brooke High School-- 200 American Legion Highway**

**Board Members in Attendance:** Merry Boak, LaRoy Brantley, Devita McConnell, Scott Oran,  
Tom O' Rourke (By Phone)

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

**Minutes**

- I. Open Meeting Protocol
  - A. Scott O. calls meeting to order.
  - B. Scott O. invites public comment from community members who are present:  
Teresa Rodriguez addresses the board.
    1. Intro and History in the Charter world: Teresa is one of the founders of Boston charter movement; she was at Roxbury Prep High School for 12 years, then Milton Academy, and is now at Boston Collegiate Charter School.
    2. Teresa suggests that Brooke consider what has become a BCCS best practice: having current parents on the board of the school to ensure they can influence policy and contribute to the school.
  
- II. Board Business
  - A. Vote to approve the May 2019 minutes: this vote is tabled because of the lack of quorum; the vote will need to occur at the next board meeting.
  - B. Board terms and recruitment needs:
    1. Recruitment continues to be an urgent need this year.
    2. Scott O.'s term as board chair comes to an end this year - need to identify a new board chair.
    3. Merry B. has collaborated with Hagar B. to review the current pool of board prospects, which is focused on these strategic priorities for FY20:
      - a) Alignment with Brooke values
      - b) Board diversity
      - c) Executive/CEO experience
      - d) Ability to serve as a future board chair
      - e) Strong community ties
    4. LaRoy B. asks if Brooke would consider student family data, professions, etc. in the process of identifying Brooke parents as potential members? Jon C. responded that Brooke does not keep that data.
    5. Tom O. asks about adding to the Board of Ambassadors - are there any candidates in that pipeline? Hagar B. notes that we are considering one former ambassador.

6. Merry B. notes the board should keep Teresa R.'s parent suggestion in mind moving forward.

### III. Recent Developments in the Charter World

- A. Massachusetts Education Budget and the availability of Chapter 70 funding and they way it is allocated:
  1. State is underfunding education by around a billion per year.
  2. There is a bill currently up aiming to change this in the next 6 months.
  3. More funding is usually accompanied by education reform (which will not include a lift on the charter cap).
- B. Devita points out false and misleading claim that a large portion of state aid funding is redirected to charter schools. Jon C. adds that while state aid does help fund charter schools, none of the money comes from city funding.

### IV. Culture of Achievement at Brooke: Jon C. recaps definitions of Culture of Achievement (drawn from Theresa Perry's *Young, Gifted and Black*) - a "leveling culture" where it's clear that everyone will succeed

- A. "Sink or swim" cultures at schools with competitive, individualistic atmospheres.
- B. What is it not at Brooke: giving everyone a trophy, over-celebrating growth, focusing more on emotional learning and less on achievement, or not holding all students to this expectation.
- C. Over the last year:
  1. Principals have owned the idea in different ways at each campus.
  2. Kimberly and Jon have done culture walk-throughs weekly.
  3. Recognizing and celebrating and valuing achievement - honor roll ceremonies, etc. Jon C. shares that some of Brooke's best assemblies in the last year have been where students view themselves alongside their peers as high achievers.
  4. Focusing on instruction that drives achievement - challenging instruction that puts the thinking on kids.
- D. Devita M. asks what signs are that culture is well-reinforced? Kimberly S. points to a sense of urgency - is class time utilized efficiently? Are all students are engaged in high energy classrooms? Are we creating a culture where it's cool to learn?
- E. Merry B. likens culture of achievement more to collectivism (working to succeed together) than individualism (propelling those with privilege)

### V. Observe Brooke High School Classrooms and Debrief Observations

- VI. Jon C. announces need to table the vote to confirm the Finance Committee can approve the upcoming audit. He will consult with Yvette to determine whether we will need an additional convening of the board next month.

- VII. Other Business: Jon C. introduces Brooke's opportunity to secure Community Preservation Act funding for planned athletic fields projects.
  - A. State Representative Russell Holmes suggested this to Brooke, as he wants to see more funds allocated to Mattapan
  - B. We have submitted letters of interest for three projects:
    - 1. Brooke Mattapan playground and fields
    - 2. Walking path behind Brooke High (unclear ownership)
    - 3. Four acres of fields at the intersection of Morton Street and American Legion Highway; Jon C. notes that Brooke really needs regulation-size fields, as we compete with other city organizations for public spaces.
      - a) Scott O. asks about whether the field will use regular or synthetic turfing.
      - b) Hagar B. has been getting to know the CPA team and funding restrictions; the money can be used for the field, but funds will NOT cover synthetic turf.
      - c) Devita M. notes that the Morton St. underpass is prone to flooding because of elevation changes.
  - C. LaRoy B. asks if there is a preliminary construction timeline? Hagar B. responds that after the application deadline, decisions aren't made until February at the earliest, followed by receiving funding in May.
- VIII. Opportunities for Ambassadorship
  - A. New Brooke website and increased social media: Hagar B. shares that the new website launched publicly last week along with a social media ramp-up has the mission-critical goal of teacher recruitment
  - B. Upcoming events
    - 1. Hackathon - October 22, 6-8pm - most appropriate for volunteers with coding and robotics experience - Alex F. has been helping with this
    - 2. Science Careers Night in March - helping students to begin thinking about the many pathways into science. Over 100 students self-selected to attend last year
    - 3. Book Clubs (dates TBD)
    - 4. High School Community Meetings
- IX. Scott O. Motions to adjourn the board meeting

**Brooke Board of Directors**  
**Meeting Minutes: October 18, 2019**  
**Brooke High School-- 200 American Legion Highway**

**Board Members in Attendance:** Merry Boak, Lauren Kushman, Devita McConnell, Scott Oran,  
Tom O' Rourke, Trevor Rozier-Byrd

**Brooke Staff in Attendance:** Hagar Berlin, Jon Clark, Christine Davis, David Jordan, Yvette  
Philip, Raul Ripoll-Vera

**Minutes**

- I. Open Meeting Protocol
  - A. Scott O. calls meeting to order
  - B. Scott O. invites public comment from community members who are present; no members are present
  
- II. Board Business
  - A. Vote to approve the May 2019 minutes
    1. Scott O. motions to approve the minutes
    2. Seconded by Tom O. and Devita M.
    3. All in Favor
  - B. Vote to confirm the finance committee can approve future audits in perpetuity
    1. Scott O. Motions to Approve
    2. Seconded by Tom O., Devita M., and Merry B.
    3. All in Favor
  
- III. FY19 Audit Presentation
  - A. Introduction of AAFCPAs
  - B. Board Report
    1. Debt disclosures - there are new regulations but Brooke has already been in line with these.
    2. Other matter for your information: there is a new Leasing Accounting Standard.
  - C. Management Letter
  - D. Financial Statement Highlights
    1. Government Financial Report and Federal Financial Reports are both clean - no major errors or issues.
    2. Profit and Loss (P&L)
      - a) Brooke should build a surplus and be wary of the need in the coming years for facility repairs (not just at Brooke High School)
      - b) Tom O. asks about the High School; Jon C. replies - the High School has been running at a loss over the last two years, with the difference mostly made up by high school start-up and operations fundraising

3. Balance Sheet
  - E. Financial ratios as compared to other Boston Schools
    1. Debt to Equity ratio has stayed level
    2. Revenue ratio has remained level
    3. Operating expenses have gone up, specifically personnel, occupancy and facility maintenance costs
    4. Brooke is maintaining reserves and “rainy day funds” to protect against the unpredictable nature of state funding
  - F. Risk ratio ratings (as measured by the state)
  - G. Jon C. identifies need to further pull apart the 2018-2019 rise in facilities expenses with more specificity, both for internal and external use (ie. to share with the board in the future)
  - H. Overall: No major adjustments - the Finance team has exercised depth and professionalism
  - I. Scott O motions for the Board of Trustees to Approve the FY19 Audit
    1. Seconded by Merry B.
    2. All in Favor
- IV. Annual Appeal: Hagar B. introduces the project; our annual hard-copy mailing to donors, usually accompanied by a few eBlasts as we approach the end of the calendar year.
- A. The process has begun a little ahead of schedule versus last year.
  - B. Donor Lists will be coming to individual board members, also earlier than expected.
- V. Community Preservation Act Update
- A. Brooke has submitted applications for two projects - the Brooke Mattapan playground and fields and the four acre field at Morton Street and American Legion Highway
  - B. Brooke may consider selecting a priority project and withdrawing the other application to improve the odds of receiving funds
- VI. Scott O. motions to adjourn the meeting

**Brooke Board of Directors**  
**Meeting Minutes: November 13, 2019**  
**Brooke East Boston-- 94 Horace Street**

**Board Members in Attendance:** Merry Boak, Lauren Kushman, Devita McConnell, Scott Oran, Tom O' Rourke, Trevor Rozier-Byrd, LaRoy Brantley

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

**Minutes**

- I. Open Meeting Protocol
  - A. Scott O. calls meeting to order
  - B. Scott O. invites public comment from community members who are present; no members are present
  
- II. Board Business
  - A. Vote to approve the Board Minutes from 9/12/19 and 10/18/19
    1. Devita M. motions to approve
    2. Merry B. seconds the motion
    3. All in favor
  
  - B. Board Recruitment
    1. Update on leading candidates
      - a) There are three candidates that meet our criteria to serve the board
    2. Process to add members
      - a) Hagar B. proposes to have the vote in February, and to use the March retreat for an onboarding experience.
      - b) LaRoy B. asks if the onboarding timeline has been clarified to these candidates - Hagar B. and Jon C. respond that the timeline has been made clear to candidates since the beginning.
      - c) The Governance Committee has a next step to determine and finalize updates to Board orientation programming.
  
- III. MCAS and Other Achievement Results
  - A. Jon C. opens - in the spirit of accountability, this topic is meant to give some insight into our schools and our progress toward becoming our best yet
  - B. Jon C. reviews 2019 SAT Results: which include two sections- Evidence-Based Reading and Writing (EBRW), and Math. Our goal is for Brooke High Scholars to exceed the state average on both.
    1. Our students succeeded in meeting this goal on the math section, but we still have work to do with reading.
      - a) Box-whisker plots show there are quite a few scholars scoring above the average.

- b) By some metrics, Brooke High is the best open-enrollment school in Boston, but there is more work to do to make Brooke High great
  - 2. Brooke High SAT performance is a more relevant indicator and predictor than high school MCAS in terms of college success.
- C. Jon C. shares Brooke High School AP results
  - 1. Purpose of AP for All: guaranteed rigor, and solidifying a college-going identity for Brooke High Scholars
    - a) All Brooke High Scholars take 3 AP courses
    - b) Current statistics around APs: 9% of Massachusetts students are Black, take 5% of all administered AP exams, and pass at the low rate of 3%
  - 2. Our scholars have had impressive results on Spanish and Computer Science AP exams, but there's more work to do in other subjects.
- D. Brooke High School 2019 MCAS Results
  - 1. High school ELA and math MCAS have changed to a new format, becoming more rigorous
  - 2. Brooke High results place our school as the top open-enrollment in ELA and science and second in math behind Boston Collegiate Charter School
- E. Brooke 3rd through 8th grade MCAS Results
  - 1. Brooke scholars demonstrated huge growth this year, especially in sixth and seventh grades.
  - 2. Our goal is to be 15 points above the state, which our scholars have met in math, but not yet in ELA.

#### IV. Update on Brooke High School

- A. Jon C. shares given that our 3-7th grade schools each have very strong principals, along with the upcoming transition of our current high school principal Katie Megrian, Kimberly S. will be stepping in as principal at Brooke High for the next few years.
  - 1. LaRoy B. - are too many options being left on the table in terms of filling the high school principal position? i.e. a diverse candidate, or external talent having more experience with high schools?
  - 2. Merry B. believes Kimberly's track record demonstrates a strong likelihood that she will be a good principal
  - 3. Alex F. adds that it would be advantageous to track how many candidates have been considered during the search prior to sharing this important decision.
- B. Jon C. notes that, during the 2-4 year interim period that Kimberly is principal, she will retain the Co-Director title and report directly to the board. Because Brooke has not had success recruiting externally for principal positions, a main goal of Kimberly's tenure will be training an internal candidate to take on the principal role.

V. Opportunities for Ambassadorship

A. Hagar B. highlighted upcoming events in 2019-20

1. Alex F. shared that the Hackathon this past October went really well. One volunteer wants to leverage their company to create an internship program to help Brooke High scholars.
2. High School Community Meeting Speaker tomorrow - Rob Perez
3. Book Clubs for this year - planning still in progress

B. Hagar B. reviewed protocol for members signing letters for Brooke's annual fundraising appeal

VI. Scott O. motions to adjourn the meeting



**Brooke Board of Directors**  
**Meeting Minutes: February 13, 2020**  
**Brooke High School - 200 American Legion Highway**

**Board Members in Attendance:** Merry Boak, Lauren Kushman, Devita McConnell, Scott Oran, Tom O' Rourke, Trevor Rozier-Byrd, Alex Finkelstein

**Brooke Staff in Attendance:** Hagar Berlin, Jon Clark, David Jordan, Yvette Philip, Mark Loring, Kate Wright - Apfelbaum

**Minutes**

- I. Open Meeting Protocol
  - A. Scott O. calls meeting to order
  - B. Scott O. invites public comment from community members who are present; no members are present
- II. Brooke High Seniors Panel
  - A. Introductions
    1. Alex - Favorite Course, AP Bio
    2. Daileen - Posse scholar
    3. Tina (Valentina) - Future Anesthesiologist, favorite course is Medical Interventions
    4. Kimahri
    5. Arianne - Wants to go into the health field
  - B. What are they involved in
    1. Girls are Lit - Daileen learning about elevating her voice
    2. BSU (Black Student Union) - Tina is the treasurer - cultural sensitivity and discussing real world problems and how to tackle them at school and create a healthier community
    3. Basketball - Kimahri has a lot of leadership, mentoring experience with younger students to maintain their grades
    4. Acapella - Arianne - it's interesting how much you can do with your voice and she's really interested in continuing in college
    5. Musical - Alex - pushing herself outside of her comfort zone, exploring character portrayal, etc
  - C. If you could change one thing about Brooke High, what would you change
    1. Tina - Loves Brooke
    2. Kimahri - More course choices from sophomore year onward
    3. Arianne -
    4. Alex - More independence, earlier on; fear of college
    5. Daileen - Freshman year - too much hand-holding
  - D. How did you 5th through 8th grade experience prepare you for Brooke High?
    1. Kimahri - Rigor of the earlier grades, like hw every night, helped prepare us - Arianne agrees - stress management was a huge skill gain
    2. Alex - Not always the smartest person in the room

3. Daileen - Working hard to have more opportunities as a senior
4. Tina - Great habits, building bonds, learning to ask for and accept help
- E. What are your goals for the future and what do you want from life
  1. Arianne - Healthcare provider
  2. Alex: Biomedical Engineering
  3. Daileen: Defense Attorney? Business? Psych?
  4. Tina: Wants to be a nurse anesthesiologist - wants to be affluent and give back to the community, change the medical community for PoC
  5. Kimahri - Wealth, retirement, ownership, realize successful adulthood
- F. College App process - what have you learned:
  1. Alex - Learning about leadership and your impact on the world; as a first gen student, the application process is really hard!
  2. Daileen - Seeing her own potential - going to Dennison!! For Free!!
  3. Tina - Getting into all of her top schools - getting past her fear of rejection
  4. Kimahri - People supporting him and seeing potential in him - got into over 20 schools
  5. Arianne: Emotional support from Ms. Kerr really helped
- G. How are you feeling about the college transition?
  1. Daileen - Distance
  2. Tina - Excited! Always knew she wanted to go to college - nervous for after college
  3. Kimahri - Is ready! Know its overwhelming, but also that they can do it
  4. Arianne - Helping the rising classes after her
  5. Alex - Lectures excite me, nervous about taking it on and doing it

### III. Executive session

### IV. Board Business

- A. Vote to approve the Board Minutes from November 13, 2019
  1. Devita motions
  2. Scott seconds
  3. All in Favor
- B. Board Management
  1. Vote on new Board Chair and New Treasurer
    - a) Devita Motions to approve Tom becoming Treasurer effective immediately, and Merry to assume Board Chair role in 2021
    - b) Seconded
    - c) All in Favor
  2. Discuss adding a Vice Chair role
    - a) Motion to approve addition to bylaws to incorporate a vice chair in the next meeting - refer to Governance Committee to work further

- b) Lauren - build our pipeline for leadership at the board level? Does anyone have any suggestions for meeting that at the leadership level?

C. Board Recruitment

- 1. Vote on new members
  - a) All very strong candidates
  - b) Motion to add Jonathan Garland, LaTasha Sarpy and Natasha Williams to the board - by Merry
  - c) Seconded by Devita, Scott
  - d) All in Favor
- 2. New member orientation discussion
  - a) Kick off orientation with the march retreat; follow with more formal orientation set up by Jon, Hagar and etc. - State policies and copies of bylaws
  - b) Board mentorship, folks taking on a new member and checking in twice per year - Alex and Devita interested in taking this on

V. Recent Developments in the Charter World

A. City on a Hill Closes New Bedford Campus

- 1. Highlights the challenge of growing outward as a charter network
- 2. Devita - they have two Roxbury Campuses: one building 9th and 10th, the other 11th and 12th grades - are there plans to consolidate these campuses?

B. School-age population trends in Boston - Currently, demand for Brooke is still high; unsure if the population trends affect our schools at this time, but Boston will continue to lose kids

VI. Scott O. Motions to adjourn the meeting

**Brooke Board of Directors**  
**Meeting Minutes: March 26, 2020**  
**Virtual Zoom Meeting**

**Board Members in Attendance:** Merry Boak, Lauren Kushman, Devita McConnell, Scott Oran, Tom O' Rourke, Trevor Rozier-Byrd, Alex Finkelstein, LaTasha Sarpy, Jonathan Garland  
**Brooke Staff in Attendance:** Hagar Berlin, Jon Clark, David Jordan, Yvette Philip, Mark Loring

**Minutes**

- I. Brief Introduction of New Board Members
- II. COVID-19 Updates and Brooke- Jon Clark
  - A. School Closures
    1. State has announced mandated closure through May 4, may be longer
    2. Brooke will continue to follow state mandates
    3. Trevor- Will this affect when the end of the school year is declared?
      - a) Jon - There's still a lot that we don't know
      - b) Kimberly - State is may currently recommending Pass/Fail grading for this semester; SAT and AP next steps are being decided at the nationwide level
    4. Natasha - What are the toughest questions in terms of grappling with this closure? What are the top concerns and how can the Board be helpful?
      - a) Kimberly - We're mostly reactive at this point because we don't hear state announcements until the public does. Some of the things we are thinking about are:
        - (1) Prom and graduation at BHS are up in the air.
        - (2) Supporting our staff, who want to do right by kids each day, is difficult
        - (3) We want to be sure student needs and situations are accommodated, that we're addressing mental health needs, etc.
      - b) Jon - We may have to take a close look at Budget implications. During the 2008 recession we experienced some lack of growth but no declines in state tuition. We will have to wait a few weeks to determine the impact.
      - c) Yvette - Met with MA DESE and other Charter School Finance leaders. The future is still unclear, and the impact is unprecedented
        - (1) Tom - that was my question: how would this impact the FY21 budget?
        - (2) Yvette - Brooke has always been conservative, but we may need to be more conservative next year.
  - B. Providing meals to families

1. Brooke offered meals at all schools, along with Chromebook pickup for families on the first few days. Now, we only offer meals at Brooke High School.
2. Demand has been low thus far; other facilities throughout the city are offering food to families.
3. The real issues families may face could include slashing hours or a loss of jobs.
4. Alex - Are we losing money on food services?
  - a) Jon - No; whatever we spend on food is reimbursed by federal funds from the state
  - b) Devita - Are these services at East Boston?
    - (1) Jon: We shut this down food service in East Boston and Mattapan because the Salesian Boys and Girls Club and the Irving both offered the same services nearby.
    - (2) Mark - We made these plans within our schools before seeing what the city would do, and once we saw the overlap, we scaled back. Brooke High School is still offering these services.

#### C. Distance Learning

1. Looks very different by grade level
  - a) K-2, very little on the computer, mostly review
  - b) High School, 1:1 on the computer, continuing with classes
  - c) 3-7 is somewhere in between; the past two weeks have been review; we plan to begin new content on April 6.
2. We distributed over 400 Chromebooks - the Ops team has worked to ensure families have computer and internet access - Comcast is free and we have offered to pay some families' internet bills.
3. Brooke is focused on conferencing with students and families based on where they need help.
4. Lauren - How are you supporting Special Education and English Language Learners? Brooke is continuing with learning as best we can. We have those staff, and to whatever extent they can continue to provide those services remotely, they will. The only thing we can't do is physical therapy
5. LaTasha - As a parent, I felt that teachers really prepared for distance learning. A huge packet was sent home in kindergarten, and morning emails go out daily to families with goals and additional content. Teachers also check in multiple times per week.

#### D. Scott - are Jon and Kimberly leading PD across all campuses to determine how to proceed forward?

1. Jon - We are setting the standards broadly, and principals are participating in the structuring and idea sharing.

2. Kimberly - At BHS we are doing grade level meetings and department meetings and sharing the knowledge that works across teams.
3. Our solutions in progress are not being shared out - we can't claim expertise.

III. What's ahead to revisit in the near future?

- A. Is further supporting Brooke families in certain circumstances feasible?
- B. Budgeting
  1. Tom- Do we know when this could affect next year's numbers?
  2. Jon- In short, no. There's no formal timeline and our best current solution is contingency planning.
- C. Merry - Other states are already beginning to cut education funding
- D. College Acceptance news! Looking forward to reporting more on this in the next month.

IV. Scott O. Motions to adjourn the meeting

**Brooke Board of Directors**  
**Meeting Minutes: May 14, 2020**  
**Virtual Zoom Meeting**

**Board Members in Attendance:** Merry Boak, Lauren Kushman, Devita McConnell, Scott Oran, Tom O' Rourke, Trevor Rozier-Byrd, Alex Finkelstein, LaTasha Sarpy, Jonathan Garland, Natasha Williams

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

**Minutes**

- I. Brief Introduction of New Board Members
- II. Board business
  - A. Vote to approve the Board Minutes from February 13, 2020 and March 26, 2020
    1. Motion passed
  - B. Vote to adopt new by-laws
    1. Devita M. mentions two additional changes, which are incorporated into the motion
    2. Motion passed
  - C. Vote on new Vice Chair officer role
    1. Devita M. nominated
    2. Scott O. and Merry B. speak in favor of the motion
    3. Motion passed
  - D. Vote to renew board terms for continuing members
    1. Vote to renew Trevor R., Meredith B., Tom O., Devita M.
    2. Motion by Alex F.
    3. Lauren K. seconds
    4. Motion passed
  - E. Discuss FY21 board meetings proposal
    1. Board members review and approve board meeting dates and times with the exception of November (which was scheduled on Veteran's Day)
    2. Hagar B. will send out a Doodle poll to assess a new meeting date and time for November
- III. Learning during school closure
  - A. What's happening on each campus?
    1. With a month left of the school year, Remote learning differs slightly by campus and grade level.
      - a) Lower elementary is doing more synchronous learning but there are management issues with that system
      - b) Older kids work more through Google Classroom
      - c) High School has advisory meetings once a week and office hours remotely. Clubs are also meeting remotely

2. MCAS and SAT testing have been cancelled
  3. Grading has since moved to pass/fail; hold harmless policy means that students who do well can boost their GPA's, but others earn pass/fail
  4. While BPS has announced that no students will be retained, Brooke will retain some students, but almost all of these students were on track to be retained before closure
  5. Summer school will be remote
  6. Brooke will not do a partial reopening or stagger hours for students in the fall; if BPS takes this route, Brooke will plan for continued distance learning in August, as well as how to best support high-risk students and staff if we return in person; the state currently doesn't count remote days as learning days; questions about whether this policy will change
- B. What's going well?
1. Regular contact between families and students, especially in younger grades
  2. Most students seem to be engaged
  3. Remote learning takeaways?
    - a) Committing further to information sharing where possible, especially guiding families through how to use platforms
    - b) Moving parent conferencing and meetings virtual when timing isn't ideal could be a viable strategy to better connect with families
- C. What are the most pressing challenges?
1. Having a harder time holding the attention and having work consistency from especially older students
  2. Mental health for teachers? Resources have been made available by our school psychologist, as well as resources external to Brooke for teachers and staff having more personal issues
- D. How are we supporting our first class of graduating seniors?
1. They are taking AP exams, their brains are still about college and being on campus in the fall
  2. No prom in the spring, it has been cancelled
  3. Graduation in the spring - we are planning a drive through ceremony, kids can decorate, cars and wear caps and gowns; we will be in person and at a distance
    - a) Stage on the Mattapan Campus
    - b) Will be streaming on Facebook and will have a photographer
  4. June 1st is a virtual signing day celebration
    - a) Many students may change their signing to colleges that are closer, given these conditions
    - b) Financial aid is also under consideration, and not just which school ranks highest
- E. Questions?
1. How do we defend retention?



- a) Jon C. - it is never a punishment, but a step toward positioning students to best succeed in the grades ahead
  - b) No news about retention will be sudden; in most cases, families already have knowledge of the student's academic status from teachers throughout the year
2. Lauren - congratulates Jon and Kimberly despite the difficulty - how will you support students who may decline the fall and not pay tuition for a virtual counselor? BHS students will be transferred to our alumni services - both Janette (BHS college counselor) and Sarah holden (Director of postsecondary support) will be talking with them

#### IV. Financial impacts of COVID-19 crisis

##### A. FY21 budget presentation

- 1. Led by Yvette, Chief Financial Officer
- 2. Mostly defined by state tuition funding
  - a) We expect tuition to increase per pupil by 3% and our enrollment to grow about 3%, for a total of a 6% overall increase
  - b) We have run scenarios for less growth in tuition
    - (1) Scenarios range from 6% increase in tuition to 6% decrease in tuition
    - (2) Even if we experience a 3% decrease in funding we should still be cash positive based upon the current budget
- 3. We will not be doing any salary freezes or position eliminations
- 4. Considering debts refinancing to reduce debts services throughout the year; pursuing options with Boston Private and other third parties; the Finance Committee will reconvene in June to determine next steps
- 5. Areas where we see potential effects include our nutrition program as well as sports and enrichment
- 6. Some changes to raise brackets for staff
- 7. Overall, the budget is around 3% higher than the FY20 forecast
- 8. Brooke was allotted 900K through Cares Act funding to mitigate challenges of distance learning to use either this year or next year

##### B. Vote to approve FY21 budget

##### C. Budget projections beyond FY21; could have to make cuts in the future

##### D. Fundraising now and in the future

- 1. COVID - 19 Fund for families has been really successful
  - a) Raised over 110K, matching funds from Family Independence Initiative has allowed us to give \$500 grants to families applying
  - b) Many donations have been from staff and other families
  - c) Latasha S. asks if there plans for a round 2; the waitlist of families is small right now; we are unlikely to do a round two because it requires a massive undertaking from the team
- 2. Future fundraising

- a) Athletics Fields fundraising is on hold; we are committed to the project as a whole, but we need to wait until we return to school and see what “back to normal” looks like
  - b) Mark - we have approvals for everything besides the Conservation commission, last regulatory - finalized design for engineers in around 2 weeks
    - (1) Received feedback from Athletic Directors regarding appearance and function that would benefit them most
    - (2) Unsure of when we will break ground due to fiscal uncertainties
    - (3) We would prefer a turf field, due to less maintenance, especially considering being open to the public
- V. Celebrating Scott Oran’s years of service
  - A. Jon - This is not the way any of us envisioned saying thank you (prefacing video); Scott may stay on as a facilities consultant and on the finance committee
  - B. Thank you video
- VI. Executive session
- VII. Scott O. Motions to adjourn the meeting