

BROOKE CHARTER SCHOOLS

**Board of Directors
Meeting Minutes
2021-2022**

Brooke Board of Directors Meeting
Meeting Minutes: September 16, 2021
Brooke High School, 200 American Legion Highway

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Jonathan Garland (by phone), Natasha Williams, Tom O'Rourke, Alex Finkelstein (by phone)

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

Others in Attendance:

Meeting Minutes

- Open Meeting Protocol
 - Merry B. calls the meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Mission Moment: Attend Brooke High School Community Meeting
- Board Executive Session - Board Discusses Co-Directors' performance evaluation process
- Board Governance
 - Vote to approve the Board Minutes from June 30, 2021
 - Motion from Devita M.
 - Seconded by Tom O.
 - All in favor - motion passed unanimously
 - Board Priorities for 2021-2022
 - Last year: developed systems for our Board to learn and explore areas of interest and priorities at Brooke
 - This year: will dig in on how the Board can really support the Co-Directors and the team; each meeting will focus on one of the support areas the Co-Directors highlighted, for example: high school, college and beyond
- Strategic Planning
 - Review overarching strategic priorities for 2021-2022 for the network as a whole and specific schools - these items were covered and shared during the Executive Session with the Co-Directors
 - Update on school reopening given the Delta Variant
 - Merry B. asks if there are any recent specifics/highlights to share
 - Jon C. shares that Brooke will starting pooled testing next week

- Tom O. - Anything we are seeing in terms of how the Delta variant is affecting kids? Jon C. - No drastic impact on kids, but staff are anxious
 - Devita - is there a vaccine mandate? Jon C. - At Brooke, yes. So far, Brooke has 10 staff of ~300 who have claimed an exemption and will be tested weekly along with students- deadline is tomorrow to have final #s.
 - Capital projects and fundraising update (Hagar B.)
 - We don't have a final completion date yet on the Brooke Mattapan fields (due to some issues delaying the project), but we hope it will be finished within the next month.
 - We have a few six-figure asks out to support the larger Brooke High School fields project - the more funds we have committed, by November, the stronger our application to the City for CPA funding will be
- ESSER Funding (Yvette P. and Tom O.)
 - Introduction to the ESSER grant opportunity - both ESSER III (\$8.7MM estimated) and ESSER II will require input from the board. The memo also captures input from Brooke families as well as the breakdown of the bucket of funds - in full, we are expecting an additional \$12MM in public funding
 - Jon C - we did several input sessions with students and families already
 - Tom O. - how are our priorities aligned with family inputs? Jon C. the proposal does not yet incorporate all the feedback, it is merely an outline of how we might spend the funds. The HVAC update is non-negotiable, as it needs to be modernized. Suggestions we heard from families included more academic support (tutoring), teachers agreed and want to see more compensation, families also want to see an expansion in enrichment (arts, clubs, field trips etc.) and before/after school care
 - Tom O. - appreciate the thoroughness of the process especially in terms of a longer term mindset - sustainable additions; Jon C. - there will be some Student Opportunity Act funds as well in the long term, so there are possibilities for other projects
 - Merry B. - do you feel there are any gaps in terms of priorities after the projected allocation of these funds (things we want to do but lack the funding for?); Jon C. we would like to add capacity around diversity, equity inclusion staffing, and continue to make compensation for teachers competitive; beyond that, Brooke is in a strong financial position
 - Yvette P. - some of the \$2.6MM in ESSER funding will be allocated to temporary staff expansions given our pandemic response in reopening; other positions we plan to introduce might require some more attention toward making them sustainable budget wise

- Natasha W. to clarify, the ESSER III funds would be allocated in FY23, meaning we have this year and more to continue talking about and tweaking how we will spend the funds.
 - Vote to approve the ESSER (federal funds) proposal to submit to the Massachusetts Department of Elementary and Secondary Education (MA DESE)
 - with minor modifications
 - Motion from LaTasha S.
 - Seconded by Tom O.
 - All in favor - motion passes unanimously
- Transition: Brooke Board Members tour the Brooke athletic fields sites

List of Documents Shared:

- Brooke Board Meeting Minutes for approval (6.30.21)
- Brooke Board of Directors 2021-2022 School Year Priorities
- Update on Remote Learning at Brooke
- BCS Development and Fundraising Memo (9.10.21)
- Brooke High School Athletic Fields Project Timeline (9.7.21)
- Copy of ESSER Funds Brooke Stakeholder Survey

Brooke Board of Directors Meeting
Meeting Minutes: November 18, 2021, 6pm-8pm
Virtual Meeting via Zoom

Members in Attendance: Merry Boak, Devita McConnell, LaTasha Sarpy, Natasha Williams, Tom O'Rourke, Alex Finkelstein, Jonathan Garland

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

Others in Attendance: N/A

Meeting Minutes

- Open Meeting Protocol
 - Merry B. calls the meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Governance
 - Vote to approve the Board Minutes from September 16, 2021
 - Motion from Devita M.
 - Seconded by Jonathan G.
 - All in favor - motion passed unanimously
- MCAS and Achievement Results (Jon C. and Kimberly S.)
 - It's a different year than most given the pandemic and cohort shifts during the transition from remote to in-person learning during the spring. Data by individual teacher (which we typically have) is inconsistent, due to students switching teachers.
 - Most striking difference is a drop in overall achievement - we did "better" than other charters in the city, but it's still a drop - that's what we're focused on. It made it clear that, even with added preparation, remote learning cannot supplant in-person services.
 - Questions?
 - Natasha W. - We know the numbers aren't what we desired, but it might show what other schools could learn from Brooke in terms of remote learning. Eighth grade had the biggest drop - any observations? Jon C. - it was low in terms of both absolute performance and growth. 8th grade is a challenging year and we take in lots of new students too. We aren't satisfied and we will continue to work on it. Kimberly S. - Overall, the stronger results than other schools may just show that Brooke students came into the year in a stronger place than most Boston students.

- Merry B. - It's worth mentioning the achievement in light of an unprecedented year. The schools Brooke trails behind have higher income populations, should we hypothesize that remote learning and COVID both disproportionately affected low income families of color? Jon C. - Yes, we did some analysis on this too, the story is not exclusively that point, but the makeup of these schools are different.
 - Devita M. - Was the failure remote learning? Or rather being thrown into it with not enough prep time? Jon C. - We believe it's remote learning. Even with added time to prepare last fall, we feel it isn't the same. Kimberly S. - Getting students to log in and do remote learning is hard, no curriculum can solve that... It takes a lot of time and involvement from parents to solidify. One bright spot that made us proud was 9th grade biology results - a testament to the strength of that teaching team.
 - Kimberly S. - Our interim results this semester were still down, so in-person is not the only barrier to cross. We look forward to revisiting student achievement with you.
 - Merry B. - I was looking at Connecticut results and noticed even students who stayed in person had a drop in student achievement. Demands more sector-wide analysis.
- Board Business
 - Annual Audit Discussion (Yvette P.)
 - On October 25th, AAF presented to the Finance Committee. It was clean, no unfavorable comments
 - Tom O. - Testament to Yvette and the finance team's leadership.
 - Update on ESSER (Yvette P. and Jon C.)
 - No updates on the application; we are still awaiting approval, we don't suspect we will be denied. Once approved, we will post information on our website and begin spending it down (on the fields project, staff compensation, etc.)
 - We had to submit that application in time for a deadline, but we can and will amend the priorities and spend based on feedback from stakeholders (parents want field trips, after school, more enrichment activities, etc. and teachers do want some more compensation for after school tutoring)
 - Staff Compensation Planning (Jon C.)
 - A big part of ESSER (and the Student Opportunity Act) funding for Brooke is ensuring we are as competitive as possible to recruit and retain great teachers. We have come up with a plan and we're excited to share more with the Finance Committee. We also hope to sustain this plan even after spending down ESSER funding. A big piece here is increasing guaranteed minimum salaries for Associate Teachers and other early career teachers at Brooke (given that our compensation is now less competitive than when we last comprehensively evaluated ten years ago)

- We currently plan to allocate \$2 - \$2.5MM of that additional funding just to staff compensation (there will be more beyond that)
- Questions
 - Devita M. - How many teachers have we lost this academic year?
Jon C. - We have had much fewer applicants for open positions this year, and lost quite a few more staff than usual since the start of the fall.
 - Alex F. - Do we feel Brooke still has a positive reputation among schools?
Jon C. - Yes, we still get interest from teachers at other schools and candidates feel Brooke is a place that values teachers, they can develop their career and be compensated well.
 - Devita M. - Is there any way to allow hazard pay/bonuses for teachers who have made it through this year?
Jon C. - We understand that staff value investing in salaries more than bonuses. The new plan will go into effect next year; senior administrators will benefit the least as they approach the salary cap.
 - Natasha W. - I would still advocate for whether a bonus for staff can be explored in the short term. No better way to compensate than doing so quickly for the folks who are working with students every day.
 - Tom O. - How did other alternatives (more teachers or teaching software) vs. teacher salaries level out?
Jon C. - I believe the long term depends on investing in great teachers now. We feel there's no way to do so if we aren't competitive in the marketplace in terms of keeping teachers.
Kimberly S. - Having more open positions doesn't guarantee that we can fill them, more compensation also ensures we can continue to be selective and get the best candidates.
 - Yvette P. - Many other charters are undergoing salary evaluations and likely to make announcements about this change before the holiday break, so this is good timing.
- Capital campaign and project (Hagar B.)
 - Updates on newer contributions to the project from the One8 Foundation and two anonymous donors.
 - Annual end-of-year appeal will be on the fields, as it's an upbeat, concrete project. We hope the Board will tap on their networks as they have in the past to ask for their support. The Brooke Communications Manager will reach out to the board later this week with more details.
 - Larger project milestones

- Finalizing land transfer agreement; we are waiting on Lena New Boston to provide some final language and terms from their lawyers.
 - Our application to the City of Boston was submitted last week. Our ability to raise additional private philanthropy will impact their decision. With that in mind we have set a goal to raise at least \$2MM in committed funds by the end of the calendar year.
- Board vote to approve a resolution that Brooke will pursue the land ownership, and draw down funds in the near term to take on the Brooke High School Athletic Fields project.
 - Merry B asks for motion
 - Devita M. seconds
 - All in favor - motion passes unanimously
- Board Executive Session - Voting on strategic priorities for 2021-2022 for the network as a whole and specific schools (Board and ex-officio officers only)

List of Materials Shared:

- BCS Board Meeting Minutes 09.16.21 (for approval)
- BCS 2021 MCAS Results and Reflections presentation
- BCS FY21 Q2 Financials Review: Ratios and Metrics
- BCS Finance Memo: Spending Proposal for add'l federal/state funding 8.4.21
- BCS Development and Communications Memo 11.3.21
- Brooke High School Athletic Fields Capital Campaign Pipeline 11.3.21
- BCS Completed FY21 Audited Financials

Brooke Board of Directors Meeting
Meeting Minutes: February 10, 2022, 6pm-8pm
Virtual Meeting via Zoom

Members in Attendance: Merry Boak, Alex Finkelstein, Jonathan Garland, Devita McConnell, Tom O'Rourke, Trevor Rozier-Byrd (joined late), LaTasha Sarpy, Natasha Williams

Brooke Staff in Attendance: Hagar Berlin, Jon Clark, Ysabel Cueva, David Jordan, Mark Loring, Sean McKenna, Raul Ripoll Vera, Kimberly Steadman, Adrienne Watkins

Others in Attendance: N/A

List of materials shared:

- November 18, 2021 Board Meeting Minutes (for approval)
- Brooke Budget Outlook for 2022-23 and beyond
- Chief People Officer position description
- Brooke High School leadership update
- Brooke Development/Fundraising Memo (2.7.2022)
- Brooke High School Athletic Fields Capital Project Timeline
- Brooke Board resolutions (2.10.2022)

Meeting Minutes

- Open Meeting Protocol
 - Merry B. calls the meeting to order and record attendance
 - Inviting public comment from any community members present; none are present
- Board Governance
 - Vote to approve the Board Minutes from November 18, 2021
 - Motion from Devita M.
 - Seconded by Jonathan G.
 - All in favor - motion passes unanimously
 - Vote on the updated Salesian space agreement
 - Intro by Mark L. - motion includes expansions at Brooke Mattapan and Brooke East Boston. We will be trading off a portion of our right to use time with Salesian Boys and Girls Club in exchange for Boston Scores to upgrade the field space and extend overall use for a longer portion of the year.
 - Motion from Devita M.
 - Seconded by Tom O.
 - All in favor - motion passes unanimously
 - K-8 transition updates (Jon C.)

- Kimberly S. and Jon C. attended parent meetings - most were supportive about transition back toward K-8 campuses, especially East Boston
 - Allowing Eighth Grade Academy staff to apply for roles at other schools is now underway - most have been placed at each of Brooke's four campuses.
 - Questions?
 - Merry - are any 8th grade teachers not returning? Jon C. - so far two have expressed interest specifically at Brooke High School, (which has no openings at the moment), one more is interested in a position at Brooke Mattapan, and we have one other pending decision.
 - Jonathan G. - was this news surprising, or did people expect it? Jon C. - no it wasn't necessarily expected, but the transition is going well.
- Teacher Panel Discussion (led by Jonathan G.)
 - Three teachers accepted an invitation to join the board meeting for a panel conversation: Ysabel C. (6th Grade ELA/Social Studies Teacher) , Sean M. (7th grade ELA/Social Studies Teacher) and Adrienne W. (7th grade Math/Science teacher)
 - This has been a hard year. How are you doing with that? Does the continued threat COVID poses in terms of wellness and school closures weigh on you?
 - Sean M. - had first child over COVID! I am tired (so is everyone), but overall excited to be in front of kids again teaching and coaching
 - Adrienne W. - doing okay all things considered. Remote learning was not as joyful. The year has been a bit of a rollercoaster adapting to COVID. Right now today am happy and more confident and believe my students are too.
 - Ysabel C. - feel good overall most days. This has been a hard year for many reasons, but the sense of routine and support from Brooke have been really helpful.
 - What do you see as the biggest challenge you face this year as a teacher vs a typical year?
 - Sean M. - student engagement is difficult. After a year at home with a lot of screens in front of them, returning has meant adjusting to a full day of activities vs opt-in routines and instant gratification of social media, etc. We on the 7th grade team are pushing ourselves to be more innovative and engaging on how we present content to students.
 - Ysabel C. - I prefer in person, but absences are tough. It's hard for students to be away for five days (due to COVID) from a social and emotional perspective.
 - Adrienne W. - Catching students up on what they're missing despite different return dates. Providing asynchronous learning for students at

- home is a unique challenge. Unit tests aren't effective when students have missed the unit.
- Have you had to reassess how you evaluate performance/student achievement given the inconsistent attendance due to COVID?
 - Ysabel C. - for absent students whom I reteach the lesson, I will often omit their grade for that standard. I try to focus on what each student needs to continue learning with the rest of the class.
 - Adrienne W. - I do my best to find alternate times in the day to remediate. We have not necessarily paused to have catch up days in math/science.
 - Sean M. - it's a different lens to look at data through. For a student who missed a month of class quarantining, we had to completely rethink their trajectory. Conferencing time has been essential - for some students it's skill based and for others, it's mini class sessions.
 - Has your experience over the last 2 years changed your personal or career goals? How would you describe it?
 - Adrienne - I love being a teacher, it brings me so much joy. And also, I feel education has not seized the moment to be innovative the way other industries have. I know there are limitations, compared with other careers in terms of flexibility and pay, but relationships with students help to keep me in the profession.
 - Sean - very similarly, I love being a teacher, even having reflected on my career possibly more than ever. There's more innovation to be had in education and I look forward to that.
 - Ysabel - After remote learning, I recommitted to my craft and decision to teach in a way that I hadn't before. The impact in-person school and teaching has on students and colleagues was a huge factor. Being at Brooke has taught me how to be a great teacher.
 - What do you see as the most important thing the board can and should be doing to make your next years enjoyable and productive? What do you go to work wishing were solved?
 - Ysabel - We are excited about the new pay system - a lot of teachers at Brooke needed that. We have so many great teachers, I wish I knew who I could go to for things across campuses beyond my go-to group at East Boston. So more resource sharing for teachers beyond school admin teams.
 - Adrienne - We have been trying to show our students people who look like them that go into further study and work in these fields. We would love to have connections with folks who can help students see themselves, because we have so few real-life examples that make the work more concrete and real. Jonathan G. - I'm an architect, my wife is a microbiologist, I would love to offer my time and help build a network
 - Sean M. - Not sure if we are doing this already, but I think we can do more to center student voice and insights. I think we are past "How to be

Brooke Mattapan and East Boston (which are in the feasibility phase), and building-wide HVAC system at Brooke Roslindale (now in the design phase).

- We will fund these projects through a combination of ESSER funding, reserves, and private fundraising (in the case of the Brooke High School field)
- We expect pricing on these projects to vary due to COVID and supply chain issues, but the pricing has been professionally assessed and is conservative.
- Discuss and review Brooke's recently revised compensation plan (Jon C.)
 - Historically: In 2013-14, we did away with performance based bonuses for a raise system. In 2017-18, we moved to guaranteed minimums for teaching positions
 - Starting in 2022-2023, we are increasing guaranteed minimums for teachers in order to increase transparency and equity. We are also increasing the minimum raises for early and veteran teachers. Tough to staff positions (Math, Science, Computer Science) will have supplemental compensation added to the guaranteed minimum salaries. We will also continue performance based bonuses beyond the minimum raise.
- Connect new compensation plan to Brooke's long-term budget and ESSER funding (board members discuss the proposed changes in smaller breakout sessions: how do they feel this prioritization? What should we do once we get to a certain point in time vs. just paying down debt in the long run?)
 - Devita M. - some things that came up in her group: potentially paying toward student loan payments, child care for teachers; waiving college application fee for Brooke students, investing further in Brooke's summer program
 - Merry B. - we should start to think in the medium to long term about other places to invest so that Brooke's reserves do not balloon too large.
 - Jonathan G. - doing compensation increases is the right move especially as our schools transition from the pandemic into other phases of change
 - Trevor R. - we're in an enviable position, so should we be reinvesting more of that money into areas of innovation and impact ie. STEM education and access, support for Brooke families during their time at Brooke, alumni support and persistence, etc. Is there a possibility that the performance based raises will still create inadvertent equity? Merry B. - maybe the board can help review performance based assessments and Jon C. can present on it at some point. Natasha W. - maybe performance-based raises can be done through a bonus structure so that salaries do not stagnate. We should revisit once we have all the data in front of us, hopefully during a future presentation.

- Board and Co-Director Strategic Priorities

- Chief People Officer position considerations; Jon C. - we are posting for this role that came out of our work with Aliyah El-Amin, determining that there's a lot more we could do with capacity to address curriculum, school culture, recruitment and retention, etc. We initially considered a Chief Equity Officer, but there were too many areas of focus under there. So we chose to focus on recruitment, retention, workplace satisfaction, etc. within a Chief People Officer position. The goal is to have a successful candidate in the position going into next year
 - Devita: who will report to this person? Jon C. Three staff members- head of HR, head of talent recruitment and head of the associate teacher program.
 - Tom O. - are there any other dream roles to expand the 'corporate' team? Jon C. more capacity is always good, but we also like to set a high bar and really plan things out, so nothing off the top of my head yet. It's not off the table and we want to be thoughtful about it.
 - Devita: Glad you brought up the idea of giving this position too much responsibility. These positions come with a lot of challenges as they are still relatively new for a lot of workplaces.
- Other leadership team and capacity updates (Brooke High School principal position); Kimberly S.
 - We had a Principal Fellow in place to assume the BHS principal role but she recently decided to take some time away from Brooke for family reasons.
 - In her place, Ali Valle (acting East Boston Principal) will be moving into the high school principal role. We are very excited about her stepping in to lead, and Kimberly will continue to be around to support her this coming year
 - Merry B - can you share anything about staff reception? Kimberly S. - staff who know her better are excited; other who don't as well generally trust the decision
- Business as usual - Brooke High School field project updates; Hagar, B -
 - We did receive another \$250K commitment recently
 - It has not been a straightforward process with state agencies, but hopefully we will be able to resolve it or have more clarity in the next month or two.
 - Devita M. - I saw a petition about the field project; why are we doing it? Hagar B. - there is a community organization (the CAC) whose approval we need. They vote on the 17th. We wanted to show community support for the project in order to strengthen our case.

Brooke Board of Directors Meeting
Meeting Minutes: March 31, 6:45pm-8:30pm
Virtual Meeting via Zoom

Members in Attendance: Merry Boak, Devita McConnell, Tom O'Rourke, Natasha Williams, LaTasha Sarpy

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

Others in Attendance: N/A

List of Materials Shared:

- February 10, 2022 Board Meeting Minutes (for approval)
- Brooke Board Prospects/Nominations Matrix (3.8.2022)
- Brooke Charter Renewal documents (summary of DESE Review)
- Brooke 2021-2022 Staff Recruitment and Retention Report
- Notes and Next Steps from principal Retreat (3.8.2022)
- Follow-up notes on revised Compensation Plan
- BCS Development Memo (3.25.2022)

Meeting Minutes

Open Meeting Protocol

- Merry invites comment; there is no comment

Dinner and Ice-breaker discussion

- Board members each brought a photograph from their K-12 experience, sharing a meaningful school-aged memory.

Board Governance

- Vote to approve the board minutes from February 10, 2022
 - Motion by Devita M.
 - Seconded by Latasha S.
 - All in favor – motion passes unanimously
- Update on board recruitment
 - Alex F. is rolling off the board at the end of this year – we hope to increase the number by at least one, but a cohort of at least two is preferred
 - Hagar B. – one of Alex F.'s recommendations, Jason Moens, is a strong board candidate. Besides that, no other candidate as far along on the enclosed list
 - LaTasha S. – who/what are we looking to add to the board? Hagar B. - CEO experience, CPO experience, tech experience, and/or residence/input in East Boston/Chelsea. Candidates who identify as people of color are also preferred.

- Natasha W. – if we had to prioritize between skills and location, which would it be? Have we considered board membership for Brooke parents in East Boston? Hagar B. – I believe we have room to grow our board both in the immediate and the long term. Don't currently have an Eastie parent candidate.

Board Business

- Discussion of charter renewal doc
 - Merry B. – we got renewed with no conditions – huge congrats to Mark L. and team who put the proposal together
 - Brooke met seven of the criteria for renewal partially, comments were left for all – this is good.
 - Areas of celebration: Brooke has been faithful to its mission and key articulated design elements; classroom observations as impactful and demonstration of cultural proficiency; Brooke was rated in the 95th accountability percentile versus the state
 - Areas of focus called out by the state:
 - Compliance: Time and list of documents – and all new teachers need to pass the MTEs. Merry B. – is there something we need to do 5 years from now? Jon C. - MTEL compliance for every teacher is better than it was in part because Mark and team are tracking the data.
 - Equity and access for students: Students with disabilities and ELL enrollment seems low, but retention is high. This is due to identification – other schools over-identify whereas Brooke identifies at a lower rate. More Brooke students are able to drop the designation within two years. It is not a student recruitment issue.
 - Brooke suspensions are above the school index: Jon C. - we believe suspensions are an important tool for drawing the line and building strong school cultures. In our data we observe no perceptible impact on attrition. We often provide similar observations on the ELL and suspension data.
 - Questions/Comments
 - Natasha W. - Would like to understand/have a breakdown at some point with suspension data by reason for suspension.
 - Devita M. - what does high need mean? In terms of retention – it's a combination of ELL, IEP etc.
- Recruitment report summary and questions
 - Summary (Jon C.): we've done well to recruit and retain a larger proportion of teachers of color (mostly Black and Latino) over the past few years. We are spending more money and time and seeing a larger return. We look forward to these teachers becoming the future school leaders.
 - Questions

- Tom O. – report mentions that BPS retention is also strong. Jon C. - these datasets aren't necessarily apples to apples; for Brooke teachers who go to BPS and come back, they often cite a feeling of investment in their success at Brooke, and a high bar to aspire toward. Our teaching force on the whole is also younger than BPS. Kimberly S. - we prioritize getting great teachers into our classrooms, even if they only stay with us for 3 years.
- Natasha W. – hiring 80 folks per year on average (20% of staff) is nothing small, congrats. With salary percentiles vs other schools – Associate Teacher salary band still feels low.. Jon C. - Associate Teachers can apply for a supplementary stipend we offer each year to meet demonstrated financial need. Furthermore, under the new compensation model for FY23 onward, the best salary growth track at Brooke currently is to start as an Associate Teacher – because the Associate year counts as a year of Brooke teaching experience. Overall, Brooke salaries are competitive, especially in terms of the positions we value most.

Board and Co-Director Strategic Priorities

- Report from the principal retreat (Jon C.)
 - Focused on unifying curriculum across all campuses for more efficient and aligned planning within 5 years for ELA and some grade levels of math.
 - Kimberly S. - this is a lot of change depending on campus, but the stress around prep cited by teachers these past few years created more space for this conversation. We will start with standardizing lesson plans as a basis, and then teachers can focus on delivery and meeting students where they are.
- Questions from the Board
 - Natasha W. – Brooke's approach to date comes off as a bottom up perspective on curriculum development: could there be a more centralized top-down perspective? Kimberly S. – We have always been a bottom up org, with teachers pushing that along. We are working toward a centralized approach, where APs and principals will work toward ensuring fidelity and consistency in implementing curriculum.
 - Jon C. – we have avoided structured, “teacher-proof curriculum” in favor of centering outcomes and supporting teachers in moving toward the outcome with students. Over time, however, available curricula have improved and decentralized significantly. We have to shift from startup mode to sustainability for teachers long-term.
 - LaTasha S. – since we have room in the budget, are there ways to buff up PD and other retreat opportunities and get teachers motivated around the curriculum? Jon C. – principals are very sensitive to teacher buy-in and already in conversations about how to roll it out thoughtfully.
 - Tom O. – despite the curriculum in question, the results have been great. What do you believe is at the core of achieving those results? Kimberly S. – putting the thinking on kids continues to be at the core – new materials will not compromise our vision for great teaching.

Business as Usual

- BHS field updates
 - \$3.6MM raised to date! – a testament to the work of the Development team
 - The anticipated cost of the field is climbing - rather than a hard close to the campaign, we will seek other prospects in hopes of crossing \$4MM raised.
 - CAC delays on the vote continue; the vote was kicked to next month. Despite that, 90+% of residents are bought in on the field. We hope for a positive vote this coming month.
- K-8 transition updates
 - Expanding our K-7 facilities to accommodate Brooke 8th grade students given the Eighth Grade Academy transition: Brooke Mattapan will be the easiest campus and that project is already underway. East Boston will be the toughest in terms of adding space – more community engagement will be needed.
- College updates for the class of 2022!
 - College acceptance highlights: MIT, Yale, Penn, Howard, Northeastern and more!
 - 50 of 63 students have acceptances to at least one school
 - College signing day is May 6th!

BROOKE CHARTER SCHOOLS

**Board Committee
Meeting Notes
2021-2022**



Brooke Charter Schools
Board Governance Committee Conference Call
August 31, 2021

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Natasha Williams
- **Staff:** Hagar Berlin, Jon Clark

MEETING MINUTES:

- FY22 Board Priorities
 - Committee members reflected on Merry B's proposed memo on FY22 board priorities, concurring with the stated suggestion that FY21 was more of a learning year for the board and, in FY22, members will want to engage more with key questions the school is considering.
 - Merry B. suggested that, in addition to business as usual, board meeting agendas for the upcoming year should hit on the following categories: 1) Co-Director Strategic Priorities, 2) ESSER and Financial Strategy, and 3) High School, College, and Beyond for Brooke Students.
 - Natasha W. asked what success would look like for the board this year. Devita M. reminded the group that they did an in-depth assessment of board engagement at the close of last school year, so it might not be necessary again this year.
 - The committee noted that they gained a great deal by focusing on anti-racism in all of the meetings last year. This year, they emphasized that instead of anti-racism and DEI being a stand alone topic each meeting, it should be woven into the priorities noted above. Merry B. agreed to edit her memo to more clearly reflect that concept.
- Recruitment
 - General Updates
 - Hagar B. shared that the board is currently at eight members with the capacity to grow to 13 and Alex Finklestein is terming off at the end of the school year.
 - Hagar B. proposed that we add at least two new members at our May 2022 meeting. The committee agreed.
 - Short list of prospects
 - The group briefly reviewed a list of prospects: Rob Cabral, Imran Eba, Jessica Anderson, Stephen Chan, and Melissa Wu.
 - The committee discussed a desire to add a Brooke alum as a member of the board, but acknowledged that our alumni are still very young.
- Review Draft Agenda for September Board Meeting
 - In the strategic priorities section of the meeting, Merry B. proposed that Kimberly S. present her strategic priorities for the high school during the 2021-2022 school year. She

asked if Jon C. had a similar document he could share with the board. Jon C. agreed to create that type of document for the board packet.

- Merry B. suggested moving the Co-Director's performance evaluation to an executive session at the end of the board meeting, she clarified that piece should take just 10-15 minutes.
- Devita M. asked if all the board members have toured the new 4-acre parcel on which we hope to build a soccer field. Hagar B. noted that they have not yet all seen it. Devita M. suggested adding an optional field tour to the end of the agenda.
- Hagar B. clarified the meeting order, noting that the executive session would actually take place mid-meeting.

LIST OF SHARED DOCUMENTS:

- Draft memo from the board chair re: Brooke Board of Directors 2021-2022 School Year Priorities
- BCS Draft September Board Meeting Agenda



Brooke Charter Schools
Board Development and Communications Committee Conference
Call September 10, 2021

MEMBERS:

- **Volunteer leaders in attendance:** ~~Imran Eba~~, Alex Finkelstein, ~~Jonathan Garland~~, Divya Mani, and LaTasha Sarpy
- **Staff:** Hagar Berlin, Jon Clark, David Jordan, and Kate Wright Apfelbaum

AGENDA:

General Updates (10 mins)

- Summer preparation and back to school
- Safety protocols given COVID-19 and the Delta variant
- Alex - how have things been emotionally? Jon C. - folks are grateful to be back in person; though it's also really been stressful - teachers and kids are having social anxieties here and there combined with COVID-19 delta variant scares. Manifests in different ways
- Latasha - certain challenges have magnified this school year, but overall kids are very joyful about their return.

Fundraising Goals for this School Year (10 minutes)

- Fundraising goals overall: are generally conservative considering the continued impact of COVID 19; we have set a \$1.8MM goal inclusive of the BHS fields campaign, Associate Teacher Program, and general Annual Fund
 - Overall Progress to date (Hagar B.)
 - We set a pretty conservative goal given continued uncertainty
 - Already raised \$250K for the Brooke High School athletic fields

Capital campaigns (25 minutes)

- Brooke Mattapan playground, etc.
 - Project progress
 - Basketball courts and playgrounds are finished
 - Hoped to finish the project by the start of school but have delays. First rain and now a permitting issue this month. The construction may now stretch into October
 - Planning a ribbon cutting
 - Initial plans came from a point of optimism, but as Delta variant concerns grow, we are stepping back from that plan - Alex F. agrees - having a festival type event feels off...
 - Having a bunch of donors and key supporters come by on a busy school/athletics afternoon once the project is finished? Have a smaller reception under the tent? The aim for this iteration of the plan would be mid-October.

- Brooke High School athletic fields
 - Project timeline, budget, progress, etc.
 - Update earlier this week that the environmental study came back clean (the state hospital laundry formerly sat onsite, so we wanted to verify no issues relating to that)
 - Hagar B. has already been making asks to donors, expect to have a few big asks in the works this month.
 - Working toward application for CPA funding from the city in early November; more funding secured strengthens our case for matching support from the City.
 - Fundraising scenarios: Hagar B. included a few sample rundowns of fundraising for the project in the packet

Communications Analytics (15 mins)

- 2020-2021 school year in review
 - Alongside our look and feel update we've made a concerted effort to boost communications strategies across all platforms, with the goal of centering our recruitment and supporter audiences.
 - We have grown every single base within our virtual communities (followers on each social platform, our email listserv). Our email signup has been filled with bots, so it's hard to judge exactly how much that has grown
 - LaTasha S.: do we know who these new folks who are viewing are? Are we meeting the goal of engaging more early career/younger teachers as a recruiting tool? Kate A. we've seen that young teachers often tap into their networks, meaning our comms go further than we expect. Anecdotally, they visit our website and IG often (based on positive reception during interviews)

- Communications goals for this school year
 - Our next steps are to move from being reactive to using a data driven approach and best practices to be more proactive. Also building a set of voices to draw from and elevate within our community. Using the data from other platforms more in conjunction with one another.
 - There are a lot of data types out there in the web universe, so it can be hard to determine what matters. Our main data points to center on are website impressions and journeys to the job listings page.

List of Documents Shared

- BCS Development Memo 9.2.21
- BHS Field Detailed Project Budget Estimate from NEI General Contracting 8.11.21
- BHS Field Project Timeline as of 9.7.21
- BHS Field Campaign Fundraising Scenarios
- Brooke Communications FY21 Review and FY22 planning 9.10.21



**Brooke Charter Schools
Board Development and Communications
Committee Conference Call
November 4th, 2021**

MEMBERS:

Volunteer leaders in attendance: Imran Eba, Alex Finkelstein, Jonathan Garland, Divya Mani, LaTasha Sarpy

Staff: Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA

Brooke High Field Capital Campaign Updates (10 mins)

- \$1.5MM raised to date (see attached budget and revenue documents)
 - We want to cover the entire project through philanthropy
 - CPA Fund application due november 12th; having \$2MM raised will significantly strengthen our proposal - voting will take place in January on funding for the project
 - We might be able to complete fundraising for the Brooke High Field entirely by early next calendar year - very very exciting!
- About the anonymous matching grant
 - We can share the name with close supporters
 - Half is immediate, the other half comes when we meet our fundraising goal
- Key upcoming milestones:
 - Community Preservation Act application due (as stated above)
 - Landscape architect selected (RFP is in progress - selection will happen by the end of the month)
 - Land transfer complete hopefully by end of year - we may need to vote on that by the next board meeting
 - End of year fundraising goal
 - Conservation restriction - certifying land use and securing a partner agency to oversee the agreement.

Annual Appeal (20 mins)

- Pitching the athletic field
 - Challenges in following up the relief fund
- Need your feedback on the appeal insert early draft (see attached)
 - Divya M. - Ideas: "Thrive together" (based off Strive together)? "Beyond our classrooms "or something else

- What is the best way to involve the board in this campaign?
 - Electronic forwarding with a note?
 - Little videos that go with them?
 - Giving board
 - Questions - Imran: what is the ideal giving level for this campaign?
 - Hagar B. - donor retention is one of our overarching goals this year but also, we ideally want renewal gifts from major donors
 - Posting on social media as well, LinkedIn, giving images and copy?
 - Leading with DEI lens in this moment - social post that links the donation page?
- FYI re major milestones: send date, Giving Tuesday, etc.

Communications Updates (15 mins)

- Style Guide (see attached) - created to help guide teachers and school operations staff in creating clean visual collateral consistent with our brand
- Brochure – hard and soft versions (see attached) - refresh of our content that intros families and new teacher candidates to Brooke
 - Alex F. - Question regarding listed Teacher retention stat (80%) - is this good or bad?
 - Jonathan G. agrees, this stat is important in the ed landscape; Divya M. mentions widespread retention challenges as teachers are leaving the field; LaTasha S. adds - both in higher ed and K-12
- Annual report (see attached)

List of Documents Shared

- BCS Development Memo 11.3.21
- BHS Field Project Estimate from NEI General Contracting 8.11.21
- BHS Field Campaign Fundraising Pipeline as of 11.3.21
- Annual Appeal Insert design draft for feedback
- Redesigned Brooke Charter Schools Brochure
- Brooke Charter Schools 2020-2021 Annual Report



**Brooke Charter Schools
Board Governance Committee Conference Call
November 4, 2021**

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Natasha Williams
- **Staff:** Hagar Berlin, Jon Clark

MEETING MINUTES:

- FY22 Board Recruitment
 - General Updates
 - Committee confirmed the need to ideally bring on two candidates this school year, one to replace Alex Finkelstein, who is terming off at the end of this year, and one to replace Lauren Kushman, who left last year.
 - Committee reexamined board recruitment priority areas and confirmed that we need to focus on recruiting members with ties to Chelsea and/or East Boston, since that community is not yet represented on our board, but makes up approximately one-third of our students and families.
 - Short list of prospects
 - Rob Cabral – Rob’s wife is a former Brooke Director of Operations (and currently works at MA DESE). Rob is a leader in the tech industry and has strong ties to East Boston. Jon C. will reach out to him to set a meeting.
 - Stephen Chan – He is new to Brooke, but was suggested by Lauren Kushman. He leads strategy at The Boston Foundation. Natasha W. knows him well and offered to invite him in for a meeting.
 - Imran Eba – Imran is a leader in the biotech sector and a long time supporter and volunteer for Brooke, including serving on the board development and communication committee. He is certainly mission-aligned. Hagar B. to have a more direct conversation about the board opportunity.
 - Melissa Wu - She was initially suggested by Lauren Kushman and Natasha W. helped us get an upcoming meeting with her on November 8th. Will circle back to the committee on her interest following that meeting.
- Review Draft Agenda for November Board Meeting
 - Merry B. suggested that we add a discussion of the recently completed charter renewal process to board business in the upcoming board meeting.
 - Jon C. suggested that he also bring the new staff compensation plan to the board for their input.
 - Merry B. agreed with Jon’s suggestion and added that the compensation topic plus initial ideas on how to spend ESSER dollars all fit within the board business section.

- Jon C. raised the topic slated to be in Executive Session, specifically the leadership team's proposal of disbanding the Eighth Grade Academy, currently co-located with the high school, and returning to a K-8 school model.
 - Natasha W. asked that he restate the reasoning behind this decision. Jon C. outlined several key reasons: 1) timeliness given the current Eighth Grade Academy principal recently gave notice that she will be stepping down, 2) the challenge of eighth grade as an additional transition for students and teachers and leaders of that school, who need to build strong relationships in just one year and then rebuild again the following year - that model had not really been working, and 3) the ESSER funds represent an opportunity to fund needed expansions of the Brooke Mattapan and Brooke East Boston campuses, which are necessary to make room for adding the eighth grade.
 - Jon C. suggested he could write up a memo for the board to outline this rationale. The Committee supported that suggestion.
 - Merry B. reminded the group of the sensitive nature of this information, given that Eighth Grade Academy teachers are not yet informed of this proposal.

LIST OF SHARED DOCUMENTS:

- BCS Draft November Board Meeting Agenda as of 11.3.21
- Anticipated list of materials for 11.18.21 board meeting packet



Brooke Charter Schools
Board Governance Committee Conference Call
January 27, 2022

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Natasha Williams
- **Staff:** Hagar Berlin, Jon Clark, David Jordan

AGENDA

- FY22 Board Recruitment
 - General Updates
 - In order to vote a new board candidate on in May, we need to begin moving on this priority
 - This is Alex's final term - he is moving to Switzerland in the next few weeks
 - We have ceased visits to our schools in the past month due to the COVID surge
 - Short list of prospects
FYI re: Alex Finkelstein and his prospects:
 - Jason Moens – Head of technology at Toast and formerly Flywire; self-made; introverted; wonderful person; Alex's top choice for Brooke. Could help in terms of tech and career readiness work Brooke is prepping to do (future of work)
 - Santo Politi – Alex's business partner; soon to be empty nester
 - James Savarese – former COO of Wayfair; retired young; teaching at Babson; has special needs child; looking for organizations to volunteer with
 - Brian Sung – Lawyer who retired early; lives in Newton; volunteers at Horizons for Homeless; good connector/very social
 - Next steps - someone from Brooke needs to meet these folks
 - Other prospects with next steps:
 - Rob Cabral – Jon C. to reach out about prospects in East Boston
 - Stephen Chan – Natasha W. to invite to site visit; has said she will reach out in the coming days
 - Imran Eba – Hagar B. to have a more direct conversation about board opportunity; Jon C. has offered to help
 - Andrew Locke – Long time Brooke volunteer and donor; works in energy in downtown Boston; lives in Quincy; expressed interest in getting more involved
- Review Draft Agenda for February Board Meeting
 - Review attached draft agenda
 - Jonathan G. is interested in leading the teacher panel. Jon C. has a list of teachers to reach out to in the coming weeks about the panel

- Natasha W. - will there be opportunities for teachers to ask the board questions? Ensuring a sense of two-way communication. - Jon C. - certainly; we can make sure Jonathan holds space for that.
- Tom O. and Jon C. will co-present on Brooke's Financial Strategy
- Jon C. and Kimberly S. will co-present on vision for next year's senior leadership team
- Discuss any suggested additions or changes to the content

List of Documents Shared

- BCS Draft February Board Meeting Agenda as of 1.27.22
- Anticipated list of materials for 2.10.22 board meeting packet



**Brooke Charter Schools
Board Development and Communications
Committee Conference Call
January 27, 2022**

MEMBERS:

Volunteer leaders in attendance: Imran Eba, Alex Finkelstein

Staff: Hagar Berlin, Jon Clark, David Jordan, Kate Wright Apfelbaum

AGENDA

General Updates (5 mins)

- Running school during the Omicron surge
 - Attendance for students and teachers took a dip, but are returning to stable levels
 - We have changed some things - such as how students are eating lunch

Annual Appeal (15 mins)

- Fundraising update - Our most successful end of year appeal to date!
- Innovations we included (see attached memo):
 - Engaging the development/communications committee for feedback on campaign focus and messaging
 - Targeted donor outreach as the appeal went out in the mail
 - Giving levels listed directly on the insert

Capital Campaign Updates (15 mins)

- Fundraising
 - \$3MM raised to date (see attached fundraising progress document)
 - Hayden Foundation was the most surprising with a large six-figure commitment
 - Given this surge of early support from Hayden and other large historical Brooke donors, we are considering pushing past our \$3.5 million goal
 - Declined for the Community Preservation Act grant - but we are welcome to apply again next cycle once we have full site control, and utilize funding toward plugging any holes in the budget.
 - Still need \$500K to pull down our matching grant
 - We have a few pending asks, including Eastern Bank Foundation and Smith Family Foundation who will be deciding this month
 - Alex F. and Imran E. have shared that they have connections at Silicon Valley Bank (which acquired Boston Private)
 - Nunnellys - Divya M. has asked about progress with that ask - Hagar B. expects a soft decision in march

- Divya and Alex are interested in putting in a good word for XX donor (ask HB about this later)
- Project Updates (some bumps)
 - Landscape architect engaged (see attached draft design)
 - Land transfer is still pending - we still do not outright own the land. Lena New Boston has signed an agreement, but CAC and DCAMM final approvals are still necessary (we expect that decision to come next month)
 - We are doing everything we can (letters of support and a petition) to make our way toward that final approval.
 - Conservation Restriction
 - Overview: we need to engage and partner with an external nature/conservation organization to monitor our site and ensure it remains open space
 - Caveat: organizations rarely do that for athletic fields
 - DCAMM wants Audubon to oversee another 3 acre parcel near our site in addition
 - We are hoping to partner with Audubon and secure a CR from them, but remain open to other avenues (such as through the Parks Dept.)
 - Updated timeline (see attached timeline)
 - Divya M.: Does any of the fields fundraising this year address general operating?
 - With tuition increase and ESSER, low need for operations funding
 - Some donations have been earmarked for certain classrooms or for direct aid to families still struggling due to the pandemic.

Communications Updates (15 mins)

- The challenge of getting users to click on email links
 - Open rates have increased, but click rates have not budged!
 - Kate A. has reached out through the Charter Association to an agency to work us on increasing click rates
 - Divya M. shared a contact on Google Ads that could be a useful resource
 - LaTasha S. asked about difference between open and click rates, and do we market to schools directly?
 - Hagar B. - yes and no, we use Handshake to message college aged students directly to recruit for the AT program. In pre-covid times, recruitment team would attend career fairs that partnered with local schools
- Upcoming
 - Black History Month
 - Student recruitment deadline
 - Applications are overall up from last year
 - Staff recruitment push
 - Ramping up for next year's staff recruitment - Google Ads, paid social etc and website after the recruitment push

List of Documents Shared

- BCS Development/Communications Memo 1.25.22
- BHS Field Campaign Fundraising Pipeline 1.24.22
- BHS Field updated plan rendering
- BHS Field updated project timeline 1.25.22



**Brooke Charter Schools
Board Development and Communications
Committee Conference Call
March 21, 2022**

MEMBERS:

Volunteer leaders in attendance: Imran Eba, Divya Mani, LaTasha Sarpy

Staff: Hagar Berlin, David Jordan, Kate Wright Apfelbaum

AGENDA

Brooke High School Field Campaign (15 minutes)

- Project
 - Delays with state process (CAC - community and DCAMM - which oversees the state hospital site and formally approves them). CAC only votes once per month and has delayed the vote for a few months. At the latest meeting, they determined Brooke needs to do more community outreach
 - Community engagement updates
 - Four community meetings over the past month about the project with decent attendance. We hope following this meeting, we will have approval from CAC.
- Fundraising
 - \$3.4MM raised to date (see attached fundraising progress document)
 - As of this week, we've passed \$3.5MM!
 - Remaining pipeline
- Closing out the campaign
 - We are passing the active stage of reaching out for asks. We will wait on decisions to come in

Up Next: Fundraising for Alumni (15 minutes)

(See attached UAspire executive summary and introduction)

- Context: our need for fundraising operating dollars is dwindling. Given that reality, we are exploring other mission critical things to fundraise for, and the alumni fund emerged as a potential priority.
 - Reactions? LaTasha S. - this is a chance for Brooke to take it to the next level. We shouldn't consider it to be someone else's problem. Books, deposits, whatever we can do to set them up initially for success would be great. We know they can academically achieve, so let's set them up financially
 - Divya M. - CSGF shared data that is sobering about continuing gaps for charter school alums in terms of graduation, jobs, income etc. along racial and gender lines. Not just financial, but other support, how to utilize college best - advising on

these resources would be huge for students. Career and self navigating decisions. Many first generation students lack connections and resources

- Hagar B. - Sarah Holden is hiring for an additional FTE on her team as more classes of BHS seniors graduate and matriculate at college- building critical # for Brooke alum cohorts at colleges - investing in mental health, mentorship etc. Devo Comms team has also begun to scratch the surface of career exploration, but there's tons more work to do.
- Imran E. - both reasons shared so far are compelling. Brooke High is part of this extension of support for students. Curious about how much the shortfall is and what is the depth of the impact we can have at this time?
- Ideas for scholarships (examples)
 - Book stipends: for STEM majors which have higher expenses for books and materials
 - Unexpected balance preventing students from course registration - emergency funds to stop this happening in freshman/sophomore year
 - Full scholarships (no debt from a state school for 1-4 students each year)
 - Reactions?
 - LaTasha S. - books should be \$500 minimum across the board - they're really expensive. Agrees with the "surprise bill" emergency fund. Would want the scholarship fund to be equitable, especially as our network grows - so less into that one
 - Divya M. - full scholarship has a "talented tenth" feel - Imran agrees
 - Imran E. - is there a way to encourage students to pay it forward in terms of their community?
 - Latasha S. - schools are not designed to support 21st century first gen student profile - experiences are so varied and so complicated.
- Feasibility study next steps
 - Our plan is to close out the fields campaign and embark on a feasibility study beginning in april to answer questions about the meaning of the campaign and what we can reasonably raise/ have an impact with. This will also give us a chance to have pre-conversations with donors
 - Divya M. - Deficit lens may not help for this campaign. Specifying a need and making it easy seems more important especially if its an endowment, also specifying the why.
 - HB - and keeping that why simple enough to not bog folks down with the details
 - Imran E. -would love to see it as an endowment in perpetuity - there wouldn't be a huge people cost. Just because it hasn't happened doesn't mean it cannot - in terms of fundraising. Divya - There is precedent in terms of the larger networks fundraising for alumni support. She is willing to gather what info possible on those alumni funds.
 - HB - we would just need to determine the funding pool to do it
- Options for how to structure alumni fundraising
 - Does this need to be an endowment vs. an Annual Appeal with a general bucket

- Sarah H. has run some numbers and done some thinking.

Communications Updates (15 min)

- Staffing update (see attached Communications Coordinator announcement and job description)
 - Kate A. is leaving! She will be departing March 23rd
- Upcoming event dates
 - College Signing Day (May 6th)
 - Harvard Junior Fellows Culminating event (May 3rd, 4-7pm)
 - B2 Field Ribbon Cutting (TBD)
 - BHS Field Groundbreaking (TBD)
 - BHS Graduation (June 9th)
 - Staff Gala (June 11th)

List of Documents Shared

- BCS Development/Communications Memo 3.7.22
- BHS Field Campaign Fundraising Pipeline 3.7.22
- uAspire No Way to Pay Financial Aid Report
- Brooke Communications Coordinator job posting



Brooke Charter Schools
Board Governance Committee Conference Call
March 23, 2022

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Natasha Williams
- **Staff:** Hagar Berlin, Jon Clark, David Jordan

- Board recruitment
 - Reminder that motion to bring on new members would happen at the May meeting, which is getting closer
 - Imran Eba has declined board membership opportunity given other priorities
 - Recap and thoughts re: Jason Moens as a candidate (a suggestion from Alex F.)
 - Only Jon C. has met him so far
 - Brings Tons of tech and business connections; was a part of two successful startups that went public (Flywire and Toast)
 - Lives in Framingham, white guy, grew up in queens lower middle class, scholarship to babson, first in his family to attend college
 - Lots of knowledge about for profit, as well as corporate board experience
 - Additions from Hagar B: He's involved with the robotics club at his child's school - very hands on. Also asked thoughtful in depth questions relating to achievement, culture and employee satisfaction
 - Next Steps for Jason
 - Jason will meet Merry B., Devita M., Kimberly S. and Jon C. to talk more about potential board involvement.
 - He may also volunteer in an event this May relating to a Brooke High School biotech fellowship a few students are involved in.
 - Revisit comprehensive list of past prospects to determine other short-term prospects (given that at least one more strong board prospect would be ideal to bring on a cohort)
- Reviewing draft agenda for 3.31.2022 meeting
 - Strategic priorities discussion - learnings from the principal retreat
 - Updates on BHS and K-8 transitions
 - Ice Breaker discussion
 - Suggested additions or changes to the content
 - Charter Renewal discussion? Student Discipline and Teacher qualification?
 - Making it 15-20 minutes about the findings and the points of issue, so members can learn more about these
 - Could also pull in the recruitment report

List of Documents Shared

- BCS Draft Board Agenda for 3.31.22
- List of anticipated pre-reading documents for board packet
- BCS Board Prospects as of 3.8.22
- Original agenda for 3.10.22 governance committee meeting



**Brooke Charter Schools
Board Governance Committee Conference Call
April 28, 2022**

MEMBERS IN ATTENDANCE:

- **Board:** Meredith Boak, Devita McConnell, Natasha Williams
- **Staff:** Hagar Berlin, Jon Clark, David Jordan

Minutes:

- Co-Director Performance Reviews
 - Merry B - Haven't been launched, but need to be; Will not be ready by the May board meeting
 - Full Presentation and conversation can happen by the first board meeting in September.
- FY22 Board Recruitment
 - Jason Moens
 - He will be volunteering at the Harvard Fellows event this coming week.
 - Natasha W. - He may want to be more of an active volunteer than have a board (more governing) experience - we should be clear with him that there would still be many opportunities to add tangible impact as a volunteer.
 - Other next steps
- FY23 Board Renewals and Officers
 - Two year terms - so everyone who hasn't maxed out at 10 years is up for renewal
 - Officer positions - Jon C. will reach out to board members individually soon.
- FY23 Proposed Board Calendar
 - Usually approved at the May board meeting. Accounted for the private schools' calendar with the break in Mid-March.
- Review Draft Agenda for May 12th Annual Board Meeting
 - We will step out of the meeting halfway through to attend The Brooke Mattapan Ribbon Cutting event
 - Bob Kraft and a TBD NFL player are slated to attend
 - Changes to the draft agenda
 - The full board needs to vote on the Brooke Charter Schools FY23 Budget

- Moving Performance Review from Exec session, but holding a shorter one for reviewing the budget (and sharing the performance review process + co-director compensation conversation)

List of Documents Shared

- Board Meeting Attendance tracker as of 4.28.22
- List of BCS current board members and terms as of 4.28.22
- Proposed list of BCS FY23 board meeting dates
- BCS 5.12.22 draft agenda and anticipated pre-reading documents to collect



**Brooke Charter Schools
Board Development and Communications
Committee Conference Call
April 28, 2022**

MEMBERS:

Volunteer leaders in attendance: Imran Eba, Jonathan Garland, LaTasha Sarpy

Staff: Hagar Berlin, David Jordan

AGENDA

Brooke High School Field campaign (15 mins)

- Project Updates
 - Finally received CAC approval
 - Do we still need a conservation partner? (Imran E.) - Hagar B. - maybe; we are still having these conversations with BPDA and Parks Dept. Our initial partner prospects have all hit dead ends
 - Remaining Legitimate qualm: sod vs artificial turf field
- Fundraising/Closing out the campaign
 - Cost estimates are increasing, so we will continue to chase prospects, but less actively as this campaign shifts from our main focus
 - It's possible that \$4-4.5MM is more reasonable/the high end for the overall project costs

Fundraising for Brooke Alumni (15 mins)

- Introing the concept to the board
- Rough work plan and next steps
 - Our next big step is conducting the feasibility study. Understanding which large Brooke donors may be really invested, what the levers are for messaging, and who is most interested in volunteering for the campaign committee to aid in fundraising.
 - The feasibility study will inform our case for support and help us set an overall goal for the year and for the annual appeal (scope of the fund in the near term)
 - Treating the next year as a pilot year, with room for growth
 - Understanding the level of aid not as stiff and static, but incremental
- Questions from the committee
 - Imran E. - feedback about the full scholarship, where does that now fall in terms of the prioritization of student need
 - Jonathan G. - determining equity with the fund - what messaging in terms of investing in under-resourced communities and delivering on the promise of to and through college

- How are we determining the measures of need

Board Recruitment (10 mins)

- Progress with candidates to date
- Ideas for Board Candidate nominations from the committee

Communications Updates (10 mins)

- Recent harassment on social media and Brooke's response (see letter to families)
 - Have had to turn comments off; largely have avoided speaking to any reporters
 - Proud of the overall community response and backing our teacher - parent community generally supportive
 - We have decided to disengage from twitter at the end of April for several reasons - our key recruiting audience doesn't seem to be there, platform is very prone to toxicity, etc.
- Upcoming events (see attached)
 - Harvard Junior Fellows grad
 - College Signing day
 - Brooke Mattapan field ribbon cutting

List of Documents Shared

- BCS Development Memo 4.26.22
- BHS Field Campaign Fundraising Pipeline 4.26.22
- Brooke Alumni Fund Work Plan 4.25.22
- Message to Families regarding hateful social media attacks (4.14.22)
- Event invites for Harvard Junior Fellows Graduation, BHS College Signing Day, Brooke Mattapan Field Ribbon Cutting, Brooke High Graduation, and Brooke Charter Schools Annual Gala