

Board Of Trustees Meeting

MINUTES

February 1st, 2018

Mastery Charter School High School (Lenfest Campus), Mastery Charter School Thomas Campus, Mastery Charter School Shoemaker Campus, Mastery Charter School Pickett Campus, Mastery Charter School Harrity Elementary, Mastery Charter School Mann Elementary, Mastery Charter School Smedley Elementary, Mastery Charter School Clymer Elementary, Simon Gratz High School Mastery Charter, Hardy Williams Academy Mastery Charter School, Grover Cleveland Mastery Charter School, Francis D. Pastorius Mastery Charter School, Frederick Douglass Mastery Charter School, Mastery Charter School John Wister Campus, Mastery Charter School Gillespie Campus

6:00-8:45 pm
Cleveland Campus
3701 19th Street, Philadelphia, PA 19140

Pre-meeting Discussion: RP 2 Results, Organizational Culture Shift, & FY19 Priorities

– Scott Gordon, CEO presented. (6-6:55pm)

- RP 2 results
 - 85% of classrooms met instructional foundations standards
 - RP2 benchmarks broadly improved compared to RP 2 last yr – but only incrementally
 - Gateway assessment (that assess foundational math skills k-5) show significant improvement compared to last year. That is good, but will not impact PSSA scores as the PSSA is at a much higher level of rigor.
- Historical trends:
 - Scott presented data comparing our PSSA results to all district schools
 - Data showed all schools grew significantly – from scoring in the bottom 10-20% compared to all school district schools to in 2017 6 of 8 turnaround schools score above the district average in reading and 5 of 8 do so in math.
 - However, compared to pre-3.0, our scores are flat in reading and declined in math
 - Our results mirror national trends -- school that serve high poverty students fell further behind on the new common core assessments compared to non-poverty schools
- Scott shared the collective frustration of the senior management team
 - This fall we intensely focused on execution and the results are only marginally better
 - Uncommon and KIPP NJ are outperforming us in NJ – while we recognize they are serving 50% less students with disabilities and do not operate neighborhood turnaround schools – it is still frustrating
- Scott proposed path forward:
 - 1) Rolling out “Culture of Excellence” – raising bar of expectations for adults and students

- Organization needs to be focused on extremely high quality execution of our program model
- Culture of demanding results needs to be integrated with the 3.0 program shift
 - 3.0 was often interpreted as tolerating unsatisfactory performance by adults and students (“balance” between 3.0 program and outcomes)
- Scott is presenting to school leaders now and later in winter to all staff
 - Leaders are being asked to commit to Culture of Excellence and sign up for FY19 or to exit the organization
- 2) Revise our program model so that it can be more effectively executed
 - This requires we adopt curriculum that lends itself to effective scale execution
 - KIPP-Wheatley English curriculum is an example of such a curriculum – we’re piloting it now in Camden
 - This will require that we develop alternative programming for students who are significantly behind grade level
 - There is too wide a range of student skill levels in classrooms for teachers to be effective or to implement any program consistently
 - This spring, management will propose new program revisions and curriculum
- Scott also shared he had requested a management coach to support him in leading the culture shift. The Executive Committee has identified a coach.
- Board and participant feedback:
 - An absolute bar makes sense
 - It may be uncomfortable in the beginning but staff will transition because it’s best for kids
 - Teachers need support in figuring out how to hold a high bar when working with students with disabilities
 - Many staff are looking for more guidance and clarity – and this shift may help
 - Creating programming that also attends to our lowest performing students is going to be very challenging.
 - Make sure that we present the Culture of Excellence to parents and students
- Scott previewed proposed FY 19 priorities
 - 1) Create resources to support teachers’ implementation of the Instructional Standards
 - Create manual, videos, etc
 - Revise lesson preparation & planning process
 - 2) Growth Orientation
 - Pilot Mission Metrics that include growth measures
 - Use MAP-based value add metrics
 - 3) K-8 Math
 - Select 1 curriculum network wide
 - Develop alternate programming for lowest performing students
 - 4) K-2 reading
 - Common programming and scheduling
 - Develop yearly routine PD on Guided Reading & Foundations
 - 5) School Culture
 - Simplify the disciplinary process
 - Codify attendance, disciplinary and uniform policies
 - Clarify roles & expectations of teachers and culture team regarding school culture and discipline

BOARD MEETING: 7-8:45pm

1. Roll Call

- MCHS Board Attendees: Bob Victor, Gerry Emery, Robin Olanrewaju
- All other School Boards: Bob Victor, Don Kimelman, Judy Tshirgi, Hosea Harvey, Skip Maner, Sulaiman Rahman, Stacey Sellers

2. Action Resolutions

- **Accept November 15, 2018 Board of Directors Meeting Minutes:**

R-1

Resolved, to accept the revised minutes of the Board meetings of Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Charter Gillespie Campus from November 15, 2017

Motion: D. Kimelman, Second: S. Maner:

Motion approved unanimously

R-2

Resolved, to amend R-1 revised minutes of the Board meetings of Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Charter Gillespie Campus from November 15, 2017

Motion: J. Tschirgi, Second: H. Harvey:

Motion approved unanimously

- **Hiring Approvals**

R-3

Resolved, to ratify Mastery Charter Schools staff hired between October 28, 2017 and January 19, 2018 as presented

Motion: G. Finney, Second: H. Harvey:

Motion approved unanimously

- **Expulsion Approvals**

R-4A

- **Resolved**, to expel Y.S from Thomas Campus

Motion: D. Kimelman, Second: S. Maner:

Motion approved unanimously

R-4B

Management & H Harvey recommend to rescind expulsion recommendation for RH from Hardy Williams. Management stated they were not satisfied the school had appropriately implemented school disciplinary protocols

- **Resolved**, to expel R.H from Hardy Williams High

Motion fails for lack of a second

- **Policy Approvals**

Management noted that our 2017-18 student handbook and employee handbook had been presented in June 2017 but had not been formally approved by board.

R-5

Resolved, that the Student Handbook previously adopted continues to be effective and is ratified for the 2017-2018 year for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Charter Gillespie Campus

Motion: S. Rahman, Second: J. Tschirgi

Motion approved unanimously

R-6

Resolved, that the Employee Handbook previously adopted continues to be effective and is ratified for the 2017-2018 year for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Charter Gillespie Campus

Motion: D. Kimelman, Second: G. Emery:

Motion approved unanimously

3. Finance Committee Report

- Yonca Agatan, CFO presented:
 - November financials
 - Enrollment is on-track
 - Special ed rate is higher than projection
 - January Budget Revisions
 - Projecting revenue to increase by 2%
 - Expenditures – are pretty much flat
 - We added more resources for the increase of SPED population (variance in the instruction line item
 - NST reduced headcount – to begin to align with our decision to open fewer new schools

R-7

RESOLVED, to approve the revised FY18 budgets (i.e., January revision) for Mastery Charter High School, Mastery Charter Thomas Campus (including Thomas Elementary), Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter School John Wister Campus, Mastery Charter Gratz Campus, Mastery Charter Harrity Elementary, Mastery Charter Mann Elementary, Mastery Charter Smedley Elementary, Mastery Charter Hardy Williams Academy, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter School, Francis D. Pastorius Mastery Charter School, and Frederick Douglass Mastery Charter School.

Motion: D. Kimelman, Second: S. Rahman

Motion approved unanimously

R-8

RESOLVED, to authorize the following individuals to sign checks and authorize disbursements on behalf of Mastery Charter High School, Mastery Charter Thomas Campus (including Thomas Elementary), Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter School John Wister Campus, Mastery Charter Gratz Campus, Mastery Charter Harrity Elementary, Mastery Charter Mann Elementary, Mastery Charter Smedley Elementary, Mastery Charter Hardy Williams Academy, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter School, Francis D. Pastorius Mastery Charter School, Frederick Douglass Mastery Charter School and Mastery Charter Gillespie Campus: Scott Gordon, Yonca Agatan, Thomas Greenwood, Joseph Ferguson, Christopher Barts and Robert Victor.

Motion: H. Harvey, Second: S. Rahman

Motion approved unanimously

R-9

RESOLVED, to increase purchase order and disbursements approval authority of Principals and Assistant Principals of Operations at Mastery Charter High School, Mastery Charter Thomas Campus (including Thomas Elementary), Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter School John Wister Campus, Mastery Charter Gratz Campus, Mastery Charter Harrity Elementary, Mastery Charter Mann Elementary, Mastery Charter Smedley Elementary, Mastery Charter Hardy Williams Academy, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter School, Francis D. Pastorius Mastery Charter School, Frederick Douglass Mastery Charter School and Mastery Charter Gillespie Campus: as follows:

- APOs approve \$0-\$15,000 (previously capped at \$5,000)
- Principals approve \$15,001-\$25,000 (previously capped at \$10,000)
- Controller approval for \$25,001-\$50,000
- Chief approval for over \$50,000

Motion: G. Emery, Second: S. Rahman

Motion approved unanimously

R-10

- Management shared that this policy was drafted in response to a recommendation from the CSP grant federal monitoring visit we had last year.

RESOLVED, to approve the closure policy for Mastery Charter High School, Mastery Charter Thomas Campus (including Thomas Elementary), Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter School John Wister Campus, Mastery Charter Gratz Campus, Mastery Charter Harrity Elementary, Mastery Charter Mann Elementary, Mastery Charter Smedley Elementary, Mastery Charter Hardy Williams Academy, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter School, Francis D. Pastorius Mastery Charter School, Frederick Douglass Mastery Charter School and Mastery Charter Gillespie Campus as presented.

Motion: G. Emery, Second: D. Kimelman

Motion approved unanimously

4. Executive Committee & CEO Report

- CEO presented update on Gillespie elementary
 - Proposed name change - Mastery Charter Prep Elementary

- Parent focus groups revealed that the Gillespie name has very negative connotations in the community from its history as a violent middle school
- Marketing plan – messaging is intended to attract local and choice families
 - Message: Academic Excellence. Joyful Classrooms
- Program proposal
 - Same program as Mastery model with 3 differences
 - a. Pilot KIPP Wheatley for K-2 reading program
 - b. Pilot FOSS science for K-2
 - c. Activities block – dedicated time for enrichment activities provided by external organizations and individuals

R-11

Resolved, to change the name of Mastery Charter School Gillespie Campus to Mastery Prep Elementary Charter School

Motion: G. Emery, Second: S. Rahman

Motion approved unanimously

R-12

Resolved, Mastery Prep Elementary Charter School adopts the proposed program elements:

- KIPP Wheatley K-2 reading program
- FOSS science for K-2
- Activities block – dedicated time for enrichment activities provided by external organizations and individuals

Motion: D. Kimelman, Second: J. Tschirgi

Motion approved unanimously

- CEO presented proposed FY 19 priorities
 - Board members discussed the priorities and noted that management will return this spring with curriculum and program specifics for review and approval
 - Proposed FY19 priorities:
 - a) Instructional Standards Supports
 - b) Growth Metrics
 - c) K-8 Math
 - d) K-2 reading
 - e) School Culture

R-13

Resolved, to adopt the FY19 priorities as presented for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Prep Elementary Charter School

Motion: D. Kimelman, Second: J. Tschirgi

Motion approved unanimously

- CEO & CFO presented 5 year financial strategy
 - Growth & breakeven:

- Original plan to grow from 2,000 students to 11,500 to break even
 - After multiple rounds of budget cuts, the revised plan passed in 2015 targeted breakeven at 17,000 students
 - In Nov 2017, the board approved a slower growth plan to reflect a) our focus on program improvement rather than growth, and b) the change in political environment which makes future turnaround schools unlikely. The cost of opening new charters rather than turnarounds is prohibitive: \$5mm+ per new school.
 - New plan: approximately 14,500 students – 2 more new schools from 2018 to 2022 (1 will be Gillespie/prep)
- Fewer students = NST deficit
 - Structural \$3mm annual deficit
 - Current cash and pledges to Mastery Foundation to cover deficit through approximately 2021
 - Options to close gap:
 - Raise fee to schools (currently 8.5% of district revenue = 8% of total revenue)
 - Cut NST staffing
 - Hope for reimbursement rates increase significantly above inflation
 - Fundraise
 - Management recommends:
 - Shrink NST: cut approximately 10% of staff to reduce structural gap to approximately \$2mm
 - Fundraise \$2mm annually
 - To do so will require significant change in our current fundraising capacity and strategy
- Board discussed options:
 - Members noted that there are so many variables in play and that the deficit as a % of total revenue is quite small <2%
 - Members noted that fundraising \$2mm annually will be a very significant and difficult undertaking
 - A member shared his discomfort with ongoing structural deficits as a practical and philosophical matter – it means we would be spending more than district schools
 - Other members shared Mastery should spend whatever it takes to fulfill our mission
 - Other members noted that we have 3 years to see if we can raise the money – so we can make incremental decisions in the coming years
 - Members asked we return to this topic and have a full discussion and consider multiple variables
- **Board recommendation:**
 - Board directionally approved management's proposed strategy as a starting point
 - Board requested management return with milestones
 - Board requested management return to the topic to review fundraising strategic options (i.e. is raising \$2mm annually realistic) and alternative scenarios
- CEO presented plan for retreat with Camden and Foundation board to discuss long term program issues
 - Members discussed means of restructuring the Foundation to engage more potential donors and supporters

- CEO presented proposal to change salary scales for Regional Schools Officers, Chiefs and School Leaders for FY19.
 - The district has changed its salary scale for school leaders – it is now significantly higher than Mastery’s scale
 - The Executive Committee reviewed management’s proposal and recommends the board adopt it
 - The driving philosophy behind the proposal is that Mastery should prioritize attracting and retaining the highest quality senior leadership staff. Accordingly, Mastery pay scales should be comparable to the top quartile of potential competitors for the talent
 - Management shared data from their review of comparable salaries at the school district, surrounding districts, and similar CMO’s
 - Members discussed the proposal and agreed that attracting and retaining senior leaders must be prioritized and paying relative to the top quartile of competitors was appropriate

R-14

(Mastery Charter High School) Resolved, to approve the FY 19 Regional Schools Officer and Chiefs salary scales as recommended by Executive Committee

Motion: R. Olanrewaju, Second: G. Emery

Motion approved unanimously

R-15

Resolved, to approve the FY 19 principal salary scale as recommended by Executive Committee for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter Mann Elementary, Mastery Charter Harrity Elementary, Mastery Charter Smedley Elementary, Hardy Williams Academy Mastery Charter, Simon Gratz High School Mastery Charter, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus and Mastery Prep Elementary Charter School

Motion: S. Rahman, Second: J. Tschirgi

Motion approved unanimously

- CEO updated board on status of charter agreements:
 - There has been no progress with the district
 - Mastery parents are meeting with local leaders and have met with the Mayor’s office to express their concern

5. Development Report

- Michelle Brown, Development Director, presented an overview of fundraising to date

6. Public Comment -- no comments made

7. Motion to adjourn (8:53pm)

Motion: B. Victor, Second: D. Kimelman

Motion approved unanimously