

**KIPP ACADEMY LYNN PUBLIC CHARTER SCHOOL AND  
KIPP ACADEMY BOSTON PUBLIC CHARTER SCHOOL  
MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES  
September 14, 2023 | 9:00 am**

The meeting of the Board of Trustees of **KIPP ACADEMY LYNN PUBLIC CHARTER SCHOOL and KIPP ACADEMY BOSTON PUBLIC CHARTER SCHOOL** (collectively, the “Schools”) convened at 9:00 am on Thursday, September 14, 2023 in-person, at 5 Shandel Drive Newburyport, MA, held in compliance with open meeting law, at which a quorum of the committee members was present.

**The following Trustees attended in person:** Stephanie Pierre-Louis, Matt Fates, Tom Beecher, Mike Kendall, Shenkiat Lim, Doug Borchard, Paul Ketterer, Eyal Bergman, Rhonda “Nikki” Barnes

**The following Trustees attended via Zoom:** Ivelisse Gonzalez

**Additional participants:** Rebecca Root, Zach Trotsky, Elsy Estevez-Hicks, Emily Rodriguez, Zach Meisner, James Seter, Kate Lobel, Lauren Adams, Alice Mitchell, Jo-Ann Dominique, Steve Pizzimenti, Shameka Coleman, Alvaro Peters, Jon Haynes, Meg Smith, Paige Banfield, and Brianna Collins

**The following Trustees were not present:** Mike Gaburo, Paul Maleh

Stephanie called the meeting to order at 9:22 am and presided throughout the meeting. She ascertained that sufficient Trustees were present at the meeting, and that, accordingly, a quorum existed.

1. Nikki led the group in a team building exercise
  - a. The KIPP MA board of trustees began with sharing their name, tenure on the board, roles they serve at KIPP MA and outside of KIPP, and a game they could crush others in
  - b. KIPP MA staff shared their name, role, years at KIPP MA, and a game they could crush others in
2. Nikki reviewed the objectives of the board retreat:
  - a. We build connection and community.
  - b. We walk away knowing where KIPP MA is starting the 23-24 school year.
  - c. We know our wildly important goals (WIGS) for the year.

- d. We hear our school leader's priorities.
  - e. We know the work that will guide our Committees throughout the year.
3. Nikki reviewed the agenda for the day
  4. Jon Haynes shared a celebration of CRA internships over the summer
  5. Mike Kendall and Becca reviewed logistics for the day

**Consent Agenda and Items for Voting**

6. Stephanie motioned to approve a vote of the Consent Agenda items. Tom Beecher seconded.  
Becca did a roll call.

Rhonda "Nikki" Barnes	Yes
Stephanie Pierre-Louis	Yes
Eyal Bergman	Yes
Matt Fates	Yes
Shenkiat Lim	Yes
Doug Borchard	Yes
Paul Ketterer	Yes
Tom Beecher	Yes
Mike Kendall	Yes
Ivelisse Gonzalez	Yes

7. Stephanie motioned to approve a vote of our updates to our Government and Compensation Committee and Board Officers. Matt Fates seconded.  
Becca did a roll call.

Rhonda "Nikki" Barnes	Yes
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Stephanie Pierre-Louis	Yes
Eyal Bergman	Yes
Matt Fates	Yes
Shenkiat Lim	Yes
Doug Borchard	Yes
Paul Ketterer	Yes
Tom Beecher	Yes
Mike Kendall	Yes
Ivelisse Gonzalez	Yes

8. Stephanie motioned to approve a vote of the updates to our enrollment policies and medical delegation policies. Doug Borchard seconded. Becca did a roll call.

Rhonda "Nikki" Barnes	Yes
Stephanie Pierre-Louis	Yes
Eyal Bergman	Yes
Matt Fates	Yes
Shenkiat Lim	Yes
Doug Borchard	Yes
Paul Ketterer	Yes
Tom Beecher	Yes
Mike Kendall	Yes
Ivelisse Gonzalez	Yes

## **KIPP MA Regional Updates and Priorities**

1. Nikki reviewed the journey of Wildly Important Goals and the Four Disciplines of Execution
  - a. She previewed for the board that the gaps between Boston and Lynn is significant and we must be more aligned
  - b. This led to the executive leadership team saying we need to align across the region, Boston and Lynn to ensure we're meeting the needs of all students
  - c. Walked the board through the process of setting goals and shared the ELT WIGS and Sub-Wigs
2. Matt asked if we're going to discuss the gap between Boston and Lynn. Nikki said yes, we're going to dive deeper into this, but shed a light that historically we just have never been aligned.
3. Mike Kendall asked why this happened, and Nikki talked about the leadership at the time of Boston opening and that alignment was not a priority at the time. The leaders in Boston and Lynn wanted to operate on their own, even though the region wanted alignment
4. WIGS will put systems and structures in place so that alignment is a priority and does happen across Boston and Lynn
5. Eyal asked if we have any early literacy data to show any gaps and how early they show up? Nikki said we are in the process of doing Kindergarten diagnostics now, but that kids show up more or less at the same level in kindergarten in Boston and Lynn
6. Mike asked, "How did problems like "they just didn't teach that in Boston" happen?" Nikki responded that sometimes the scheduling differences in Boston and Lynn causes this, teachers are not following what we want them to follow because of scheduling constraints. Our regional academic leaders are working with teachers to solve this. Jo added the scaffolding process and the execution of this differs from teacher to teacher, especially from our veteran teachers and those that started in 2020.
7. Steph asked if there are more veteran teachers in Lynn versus Boston. Lauren Adams said not necessarily. Nikki said some of our strongest MCAS data is directly related to a very experienced teacher
8. Nikki said she will update the board on the Wildly Important Goals and our Essential Questions throughout the year
9. Mike said this feels like an old school KIPP problem - veteran teachers and new teachers having massive academic gaps. Zach said it's his responsibility, when we talk about why we're getting achievement in some classrooms versus others. There are just so many inputs and outputs that are leading to this, and it's been happening for a long time.

Sometimes it's caused by a veteran teacher, sometimes it's not. We actually need to look at the leadership level first and then look at the teachers.

10. We're also leveraging our academic team, our curriculum specialists to look into this gap
11. This is why we hired a Chief Academic Officer
12. Mike asked if there are models in the network. Nikki said yes, and it's actually the direction the KIPP network is going
13. Nikki moved the group towards discussion of our FY24 Essential Questions monitoring
  - a. We provided a handout with the FY23 goals and the FY24 goals so folks could compare
  - b. We reviewed the FY24 essential questions with updates for this school year
    - i. Matt asked about the enrollment and Taylor said we're fully enrolled in Lynn but under enrolled in Boston, but we have a plan to close that gap
    - ii. Eyal asked if we have a chronic absenteeism target. Nikki said yes, 10% or less. Taylor said we are well below other charter school districts. Nikki said there is higher chronic absenteeism in Boston.
    - iii. Mike said 93 transfers in Boston is really high - why is that. Taylor said one of the reasons is out of state moves, METCO, some kids are moving to district schools. We're working to parse this out in two categories: preventable or not preventable.
    - iv. Mike asked about the 16% attrition rate in Boston- is that on par with last year? Taylor said it was at 18% last year. Taylor said all charters who are not K-12 are struggling with enrollment across Boston.
    - v. We jumped to question 7- Matt said this goal felt really low. Nikki explained that this is an assessment we have never done, and this is a goal that is coming from the KIPP Foundation. If we're anti-racist, it lives in the fact that our children can read, which is why that goal is there.
      1. ERod discussed the narrowness of the goal - 60% came from other KIPP regions, it's hard to set a goal when we don't have a baseline of where our kids are. 60% felt ambitious but doable for year 1 of implementation. We're going to set more specific goals by cohort based on where they start the year.
      2. Matt said we should have a goal that addresses more than 3 grades for that question that is about the organization.
      3. Shameka said we could have all the goals in the world, but we're still not going to be able to fully answer that question
    - vi. Eyal had a question about number 8- what are some examples of equity and engagement initiatives?

1. Shameka said this is new because we have never systematically tracked this. We purchased Galaxy digital so families can sign up for volunteering and workshop opportunities and we can track it in a way we haven't done before
- vii. Paul asked about how we did last year, did we come close to meeting our academic goals. Nikki said yes.
- viii. Jon Haynes voiced over the persistence and match goals, we are increasing the goals to show progress and growth
  1. Mike asked about the persistence goal- does that mean completion rate as well? What do we actually think we're on pace to do now?
  2. Jon said we can't give an accurate number until November- we're focusing on freshman, sophomores, juniors. Seniors are joining the collaborative.
  3. Paul asked if we have persistence data for every grade level, Jon said we can only track the kids who engage with us
  4. Nikki said starting with 2024- we're moving our persistence support to the Northeast Collaborative. Biggest difference is that kids will get support through 6 years and we will have the data we need to tell that story
14. Paul asked how we feel about MCAS on the ballot
  - a. Nikki said we're trying to determine if we should have a stance on it
  - b. Personally, she thinks we should keep it
15. Nikki went into regional updates
  - a. We began with the latest Mathematica study, which included 3 cohorts in Lynn, on the impact of KIPP
  - b. Nikki posed the question, do we have to amend our charter in Boston to create a K-12 in Boston
  - c. Emily Taylor discussed the pathways to growth, specifically the path to a Boston High School and the routes we explored to make this happen- all of which were not viable paths to a high school.
    - i. These pathways included merging with an existing charter school, contesting the buffer, and relinquishing unused seats
      1. All of which aren't viable.
    - ii. Stephanie asked, is DESE on the same page as we want to help you get a high school. Nikki said no, if anyone gave up their seats they would go back to the buffer.

- iii. Stephanie is saying we could do all 3, but it could take years, but we could start at 588 and add more seats- we could still pursue with the hope we can add more seats
- iv. Shen said the decline in enrollment is going to continue to be an issue so the buffer will continue to be an issue
- v. Matt said unless we change the law, there won't be any more charters in Boston.
- vi. Stephanie asked the alumni about the experience of small high school
  - 1. Brianna and Paige said their freshman year was the best year, but it was an interesting high school experience
  - 2. The downfall of a small high school- there are some experiences that you won't be able to provide (athletics, clubs, extracurriculars)
  - 3. It's not necessarily a bad thing to have a small high school, it's more so what opportunities are you creating for students
  - 4. Paige said the culture is the most important part of a high school, big or small
- vii. Emily moved the conversation to growth to a new geography and what the pathways are. We have lots of information on all 3 sites.
- viii. Paul said we shouldn't give up on the new geography while we explore Boston High School
- ix. Nikki told the board she wants to explore a K-12 model for 588 students in Boston. The board engaged in a conversation about this topic.
- d. We moved to a discussion on Early Literacy and our tutoring initiative
  - i. K-2 reading, 60% of K-2 students meet the end of year benchmark on the DIBELS assessment.
  - ii. Elementary teachers take LTRS training on the best ways to teach reading
  - iii. Tutoring will happen for over 500 students at KIPP MA this school year (during and after school) - reading and math tutoring
    - 1. Most is coming through DESE grant funding
    - 2. Pre and post test for tutoring
    - 3. Clear criteria for why a student is receiving tutoring
    - 4. Eyal asked what the collaboration is like between the teacher and the external tutor
      - a. Data meetings every two weeks, where the virtual tutor provides updates. Teachers have a contact email for the tutor to collaborate and ask questions

- e. Nikki then shifted the conversation to share updates from the KIPP Foundation, and the new direction of CEO Shavar Jeffries with One KIPP - K-12 academics is the core and we have to be aligned as a network.
- 16. During lunch we heard from school leaders. Each school leader shared their highlights and their priorities.
- 17. The board then moved into committee meetings for an hour
- 18. The board came back together to close out
  - a. Each committee shared a goal for the year
  - b. The development committee shared a fundraising 101 document to help share the KIPP MA story
- 19. Nikki previewed the next board meeting and provided board members with their gift

**Stephanie moved to close out the KIPP ACADEMY LYNN PUBLIC CHARTER SCHOOL and KIPP ACADEMY BOSTON PUBLIC CHARTER SCHOOL Board of Trustees meeting at 2:30 PM.**

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Secretary Signature