

APPROVED



KIPP Academy Massachusetts

Minutes

KIPP MA Board of Trustees Meeting 6.13.2024

Date and Time

Thursday June 13, 2024 at 9:00 AM

Location

[Zoom](#)

[Link to folder with documents for this meeting](#)

For additional information, please contact Jesse Fetbroth at jfetbroth@kippma.org or 781-696-8402.

Directors Present

M. Fates (remote), M. Gaburo (remote), P. Ketterer (remote), P. Maleh (remote), R. Barnes (remote), S. Lim (remote), S. Pierre-Louis (remote), T. Beecher (remote)

Directors Absent

D. Borchard, E. Bergman, M. Kendall

Directors who left before the meeting adjourned

S. Lim

Guests Present

A. Peters (remote), B. Root (remote), C. Burnham (remote), E. DoBell (remote), E. Taylor (remote), J. Dominique (remote), J. Fetbroth (remote), J. Nakajima (remote), K. Kiley (remote), L. Adams (remote), S. Coleman (remote), S. Pizzimenti (remote), Z. Trotsky (remote)

I. Opening Items

A. Call the Meeting to Order

S. Pierre-Louis called a meeting of the board of directors of KIPP Academy Massachusetts to order on Thursday Jun 13, 2024 at 9:03 AM.

B. Record Attendance

C. Updates + Celebrations

Nikki shared an update on the incident that occurred at KALC on April 29, 2024 and the injured staff member's healing.

D. Review Agenda

The Executive Director reviewed the agenda for the meeting and shared that Bain would be joining to discuss our considerations for growth.

II. Consent Agenda, Items for Voting + Discussion

A. Vote: Board Meeting Minutes

S. Pierre-Louis made a motion to approve the minutes from KIPP MA Board of Trustees Meeting 4.11.2024 on 04-11-24.

S. Lim seconded the motion.

The board **VOTED** to approve the motion.

The Board Chair made space for questions on all consent agenda items, which were also shared in advance. She then moved to approve all consent agenda items with one vote.

B. Vote: Board Meeting Minutes

Motion to approve the minutes from KIPP MA Board of Trustees Special Meeting on 05-20-24.

The board **VOTED** to approve the motion.

C. Vote: Annual Report Boston and Lynn

S. Pierre-Louis made a motion to Vote to approve.

S. Lim seconded the motion.

The board **VOTED** to approve the motion.

D. Vote: Handbook Updates

S. Pierre-Louis made a motion to Vote to approve.
S. Lim seconded the motion.
The board **VOTED** to approve the motion.

E. Vote: Appointment of School Nurse Personnel

S. Pierre-Louis made a motion to Vote to approve.
M. Fates seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

| | |
|-----------------|--------|
| S. Pierre-Louis | Aye |
| T. Beecher | Aye |
| P. Maleh | Aye |
| M. Gaburo | Aye |
| P. Ketterer | Aye |
| D. Borchard | Absent |
| S. Lim | Aye |
| M. Kendall | Absent |
| R. Barnes | Aye |
| E. Bergman | Absent |
| M. Fates | Aye |

F. Vote: Student Opportunity Act Plan

S. Pierre-Louis made a motion to Vote to approve.
M. Fates seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

| | |
|-----------------|--------|
| M. Fates | Aye |
| M. Gaburo | Aye |
| P. Ketterer | Aye |
| T. Beecher | Aye |
| P. Maleh | Aye |
| S. Lim | Aye |
| D. Borchard | Absent |
| E. Bergman | Absent |
| S. Pierre-Louis | Aye |
| R. Barnes | Aye |
| M. Kendall | Absent |

G. Vote: Bullying Prevention and Intervention Plan

S. Pierre-Louis made a motion to Vote to approve.
M. Fates seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

| | |
|-----------------|--------|
| S. Pierre-Louis | Aye |
| M. Gaburo | Aye |
| R. Barnes | Aye |
| P. Ketterer | Aye |
| P. Maleh | Aye |
| M. Fates | Aye |
| D. Borchard | Absent |
| T. Beecher | Aye |
| E. Bergman | Absent |
| S. Lim | Aye |
| M. Kendall | Absent |

H. Vote: FY25 Budget

S. Pierre-Louis made a motion to Vote to approve.

M. Gaburo seconded the motion.

The Chief Finance and Talent Officer reviewed the FY25 budget. He explained the impact the loss of ESSER funding will have on the budget. He also discussed the updated staffing model.

He explained how thorough the budget process has been given these changes and the work the Finance and Facilities Committee and KIPP MA Teams have done throughout the year.

Contingency plans were also reviewed. He explained the budget is tight, but also conservative.

Space was opened for questions and comments. A Board member asked if we keep books on a cash basis-- it was explained we keep them on an accrual basis.

A Board member raised the issue with Citizens around a difference in understanding of debt service coverage. The Chief Finance and Talent Officer explained we opened a new account where these funds are now in. He also asked members of the Finance and Facilities Committee if they are comfortable where we ended up-- the Board Chair and committee member explained yes, she was confident given changes.

The Chief Finance and Talent Officer explained that we need to align on a long term strategy for contingency that we all collectively agree on-- we did it aligned to debt service coverage, but there are other ways to do this. There is an FY26 budget that could have more contingency.

A Board and Finance and Facilities Committee member asked what we are budgeting for occupancy in Boston. The Chief Finance and Talent Officer explained we are budgeting for 588 students, which is full enrollment, and that the KIPP MA feels very confident in full

enrollment. The Board and Committee member explained last year was the first year we met this number.

A question was raised about tuition growth. The Chief Finance and Talent Officer explained we are planning on 4% tuition growth. The Chair explained we don't know exactly what this will be, so there is some risk, but the risk is low.

A Board member recommended we get a high level monthly budget report to the Board-- if it looks like it's behind, we need to move fast. We can't lose our covenant to Citizens again.

The Chair explained we have to think about our fundraising strategy as a Board. How do we increase income? We are thin on expenses, and we'll need to lean more on Development and committees.

A Board member explained from a balance sheet perspective, we are very strong. The Chair agreed, but said we could be stronger.

The Executive Director agreed we will send monthly reports. She then asked to meet with the Finance and Facilities meetings more often, even if you're not on the committee.

A Board member asked if enrollment has a significant impact on the budget. The Chief Operating Officer named we're tracking this every day and was a huge focus last year. We're trying to be very intentional-- we understand enrollment more than we ever have. The board **VOTED** to approve the motion.

Roll Call

| | |
|-----------------|--------|
| S. Pierre-Louis | Aye |
| M. Fates | Aye |
| D. Borchard | Absent |
| M. Gaburo | Aye |
| S. Lim | Aye |
| M. Kendall | Absent |
| P. Maleh | Aye |
| P. Ketterer | Aye |
| E. Bergman | Absent |
| R. Barnes | Aye |
| T. Beecher | Aye |

I. Vote: ED Bonus for June

S. Pierre-Louis made a motion to Vote to approve.

M. Gaburo seconded the motion.

The Executive Director shared an overview of her progress on her performance goals. She discussed us approaching our Math MAP achievement goals. She explained we need to make growth in reading achievement-- she believes this is a carryover from how

we previously taught reading. Improving her academic progress continues to be her focus area.

Strengths from this year include enrollment and retention of leaders-- she has worked hard to retain the right leaders.

The Governance and Compensation Committee was unable to meet before the Board Meeting, and so the full Board needs to make a recommendation and vote.

The Chair recommended we award the same percent.
The board **VOTED** to approve the motion.

Roll Call

| | |
|-----------------|--------|
| S. Pierre-Louis | Aye |
| P. Maleh | Aye |
| M. Gaburo | Aye |
| R. Barnes | Aye |
| M. Fates | Aye |
| P. Ketterer | Aye |
| D. Borchard | Absent |
| T. Beecher | Aye |
| E. Bergman | Absent |
| S. Lim | Aye |
| M. Kendall | Absent |

J. Discussion: Growth Exploration

The Chief Operating Officer discussed our considerations for growth. John Kalafatas and Frances Spencer from the KIPP Foundation and Kamna Kathuria, Philip Van Der Meade and Abigail Smith joined from Bain joined the meeting.

She explained we have the opportunity to explore growth in Lynn. She reminded the Board growth is one of our key pillars for 2026.

She shared context on the Lynn expansion opportunity.

A Board member asked how we would approach this opportunity-- could expansion look like all grades, or certain grades at once? The Chief Operating Officer explained that is what Bain is helping us explore.

A Board member asked if possible available seats are available every year or how this impacts the strategy. The Chief Operating Officer explained it can change every year. Available seats change every year depending on MCAS performance.

A Board member asked if awarded seats can be taken back once awarded. The Chief Operating Officer explained no, as long as they're being utilized.

The Chief Operating Officer explained we would continue to talk about this again at our September Board Retreat.

The Board reviewed the demand for more charter seats in Lynn, that KIPP Lynn has a record of strong outcomes, and that this is KIPP's most realistic path to growth in MA.

A Board member asked if we know DESE's temperature on this. We explained we didn't yet. We aren't aware of any other interest in the seats, though that could change.

A Board member reminded the Board of the experience KIPP MA went through previously when we applied for seats.

The space was opened for questions and thoughts from the Board on our exploration.

A Board member asked if we would use our current building if we pursued this path. It was explained we need our current buildings and additional space. A Board member asked how much equity we would have to raise. The Chief Operating Officer explained this was something we were still looking into.

A Board member asked for target number for growth. The Executive Director explained if we pursued this opportunity, we would pursue all seats given the size of our wait list and ability to expand our work. The biggest question was around space.

It was explained that we don't have to use all seats at once-- we just need a reasonable plan to use them all.

A Board member asked the impact this would have on our budget. A member of the KIPP Foundation Team explained the money raised by the KIPP Foundation to open, add or expand charter schools. Another Board member explained this would be an investment. Another Board member explained we would have to be very careful about the operational strategy. We will have to work closely with the Chief Finance Officer to make a budget plan for all of this.

A Board member asked how the KIPP model scales.

A Board member discussed Boston and what happens to seats of schools that close. It was explained that those seats are not available.

A Board member noted we have to make absolutely certain we're still able to support our academic programming in Lynn and Boston if we consider this path-- growth is part of our mission, but first is delivering an excellent academic experience. The Executive Director agreed and explained the power of One KIPP to support this.

A Board member noted this seems like a potentially historic opportunity, and we need a financial plan.

The KIPP Foundation explained that the kind of growth KIPP MA is considering is the least risky kind of growth and shared stories of other KIPP regions who have taken on similar growth.

The Chief Schools Officer explained her experience as a Principal in Boston and Lynn and as a parent of a Lynn Public School student.

A Board Member recommended we reach out to some of our key funders to get their thoughts on our considerations for growth.

The Executive Director also explained the relationships we're building with Lynn Public Schools.

A member from the KIPP Foundation Team explained that the Boards of schools that consider growth need to be prepared to fundraise more.

The Executive Director explained next steps and what we'll discuss at the Board Retreat in September.

III. Break

A. Break

S. Lim left at 11:13 AM.

IV. KIPP Massachusetts State of the Union

A. Academic Updates

The Executive Director shared our dashboard for all essential questions.

The Chief Operating Officer shared updates on enrollment and attrition. KIPP MA is in a very good place with enrollment. We are not yet meeting our attrition goals, but have made significant process.

The Executive Director explained our MAP results for end of year. We don't have MCAS data yet, but we anticipate growth, particularly in Boston, given MCAS practice scores and MAP scores. We will share our progress on MCAS and lifting scores in October when data is un-embargoed.

In math achievement on MAP, we stayed consistent with the number of students in the top 3 quintiles. In reading achievement, we saw a slight increase in the number of

students in the top 3 quintiles. 3rd and 4th cohorts at KIPP Academy Boston saw an increase in achievement from spring to spring on MAP.

A Board member asked our level of confidence with MCAS predictions. The Executive Director currently feels confident that we'll see students grow in Boston, but is less confident about Lynn, particularly given the change in leadership. She noted we need a better way to progress monitor.

End of year early literacy results were shared. Our goal was 66% of students met or exceed the end of year benchmark. This was met in some grades and not in others.

B. KIPP Forward Updates

The Executive Director shared goals and progress to goals for HS Match, College Match and Persistence.

The Managing Director of KIPP Forward explained we have recently seen an increase in students opting into an AA or CTE program based on the lack of clarity around financial aid packages. The FAFSA process this year was a significant barrier to this.

As of 6/10, 96% have chosen and committed to a post-secondary pathways and 84% are planning to attend 4-year colleges. We had 98% FAFSA completion despite all obstacles.

There are still about 5 students waiting on financial aid packages.

Two Board members noted how impressive these numbers are. The Chief Schools Officer also shared that the KIPP Forward Team is being retained, so they can only get stronger.

KIPP MA is the number one school for BA matriculation and FAFSA completion in the KIPP Network.

KIPP Academy Boston high school matriculation data was shared.

C. Additional Updates

The Chief Operating Officer shared updates on enrollment and attrition. KIPP MA is in a very good place with enrollment. We are not yet meeting our attrition goals, but have made significant process. She explained the differences in Boston and Lynn, especially with Boston being a more transient city and the charter saturation that exists there.

The Chief Finance and Talent Officer shared updates on staff recruitment and retention.

The Chief Schools Officer shared data on suspensions-- they have stayed mostly consistent, but we've seen some increases in this time of year. She defined the difference between in school suspension, out of school suspension and emergency removal. We are not currently meeting our suspension goals. The Dean Teams at all campuses have been working incredibly hard to avoid suspensions-- it is not an option used flippantly or inappropriately. They're continuing to work on new preventions and alternatives.

A Board member asked exactly what the percentages for suspension represent-- our Managing Director of Compliance explained each student is counted in the percentages, with the caveat that each student is only counted once (vs. number of suspensions). KIPP Academy Boston rarely uses in school suspension as an option.

A Board member noted it would be helpful to have a benchmark-- what is a "good" number of suspensions?

The Board Chair asked if there are things the Board can discuss and try and problem-solve for. Are there "red flags" we could be more aware of? The Chief Schools Officer discussed some of the main reasons for emergency removals and suspensions we're currently seeing.

The Executive Director explained some family input we've received around safety measures we're considering-- families are split on metal detectors, for example. We are looking at a variety of tools to add to our security protocols, including a way for students and families to share anonymous concerns around safety.

The Executive Director shared school-based leadership team retention data.

The Managing Director of Development shared Board giving updates-- currently 82% of our Board has donated. A Board member and a Development Committee member shared we should all give.

V. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:57 AM.

Respectfully Submitted,
S. Pierre-Louis

Documents used during the meeting

None