

**Board of Trustees Meeting
MINUTES
April 2, 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 Prep Elementary Charter School

**6:00-8:40 pm
Shoemaker Campus
5301 Media St, Philadelphia, PA 19131**

Pre-meeting Discussion:

- Special Education (SpEd) Program Overview
 - Presented by Lauren Miller, Director of Specialized Services (SS)
 - Lauren presented on behalf of Deputy Chief of SS Elizabeth Farruggia, who was on travel
- The presentation covered:
 - How students qualify for special education
 - What an individualized education plan (IEP) is
 - Disabilities at Mastery
 - SpEd programming at Mastery
- Students qualify for a Special Education Program if they have both a school-based disability and show poor academic progress or access to general education
 - A student can be referred for special education by a parent, school officials, or due to a lack of response to intervention
 - Once a student is referred for special education, an evaluation is completed by a school psychologist within 60 days
 - Permission from a parent required to begin an evaluation
 - Evaluation takes into account tests and input from parents and teachers
 - If it is determined to move on to developing an IEP, by law a parent must agree
 - When a parent doesn't agree, our teams can call in the parent to show them the data, offer some supports, frequently the parent may change his/her mind
- The presentation also described due process, highest level of legal battle that we would get to in a SpEd lawsuit - expensive and time consuming process; frequent in PA

- The IEP outlines:
 - Summary of disability, academic functioning and academic needs
 - Transition plan (only students 13 and older)
 - Yearly Goal
 - Program (accommodations, modifications, services)
- Supports range from full inclusion to full support based on type of disability and student need
- Our programs were both inherited from district and new ones created
- Moving forward we are measuring students' progress in their IEP
- Board Member Questions:
 - Q: Can students can exit out of their IEP?
 - A: Yes, however it is difficult and rare
 - Q: What disability categories are more common for Mastery students?
 - A: Specific learning disability is most common (55%); following that Emotional Disturbance and Other Health Impairment (often looked at together) at 22%
 - Q: Why does Mastery have more kids in SpEd? Are we better at diagnosing it?
 - A: Our SpEd rate has sky-rocketed, hard to say the exact causes; a lot of our students have had significant traumatic events in their lives; we suspect more students with higher skills are leaving Mastery, and generally across PA, there is a fear of litigation: can be sued by not identifying a student
 - Q: How does trauma and chronic stress play into the assessment?
 - We consider whether it warrants waiting to give this student an IEP and to apply another intervention; e.g. if student had a traumatic event but no prior issues, we might wait

BOARD MEETING: 7:00-8:40pm

1. Roll Call

- Bob Victor called the meeting to open at 7:03pm
- MCHS: Bob Victor, Robin Olanrewaju, Gerry Emery (by phone); Quorum: 3/3
- All Other Campuses: Sulaiman Rahman, Stacey Sellers, Hosea Harvey, Graham Finney, Don Kimelman (by phone), Judy Tschirgi (by phone), Bob Victor (non-voting); Absent: Skip Maner; Quorum: 6/7 voting members

2. Action Resolutions

- **Accept February 1, 2018 Board of Directors Meeting Minutes:**

R-1

Resolved, to accept the 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 Prep Elementary Charter from February 1, 2018.

Motion to Approve R-1: Hosea Harvey, Second: Graham Finney; Motion approved unanimously.

- **Accept March 5, 2018 Board of Directors Meeting Minutes:
R-2**

Resolved, to accept the 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 Prep Elementary Charter from March 5, 2018.

Motion to Approve R-2: Hosea Harvey, Second: Graham Finney; Motion approved unanimously.

- **Hiring Approvals
R-3**

Resolved, to ratify Mastery Charter Schools staff hired between January 20, 2018 and March 16, 2018 as presented.

Motion to Approve R-3: Robin Olanrewaju, Second: Hosea Harvey; Motion approved unanimously.

- **Expulsion Approvals
R-4**

Resolved, to expel D.P. from Shoemaker

Motion to Approve R-4: Sulaiman Rahman; Second: Graham Finney; Motion approved unanimously.

3. Finance Committee Report

- Update on Finance Committee Meetings
- FY18 Enrollment Update
- FY18 Financials Update as of March 2018
- Management presented on enrollment, noting that schools are well enrolled with Douglass being the only school of concern

- Douglass does not have a waitlist and there are some financial implications
- Management also noted that budget is on track and highlighted there were no surprises or issues.

R-5

Resolved, to appoint Clifton Larsen Allen to perform audit and tax services for all Mastery schools for the fiscal year ending June 30, 2018.

- Management noted that CLA has been our auditor for the last 10 years and is also the audit team for Camden
- CLA is recommended by the Finance Committee and is a national leader in charter space; their pricing is consistent with the market place
- A board member asked what the movement is from Harrisburg on combining LEAs so that in the future we may not have to audit each school individually.
 - It was noted that while legislation has passed, PDE created a new regulatory scheme that makes it bureaucratically difficult for charters to combine or merge; In addition an organization needs one school in the top 25% for at least two years in order to merge, and we currently don't have this

Motion to approve R-5: Graham Finney; Second: Hosea Harvey; Motion approved unanimously.

R6

Resolved, to ratify the creation of bank accounts at Firstrust Bank for Mastery Prep Elementary Charter School.

R-7

Resolved, that the operating accounts at Firstrust Bank for Mastery Prep Elementary Charter School have the following six (6) approved check signers: Scott Gordon, Yonca Agatan, Joseph Ferguson, Christopher Barts, Tom Greenwood and Robert Victor.

Motion to approve R-6 & R-7: Graham Finney; Second: Hosea Harvey; Motion approved unanimously.

R-8

Resolved, to adopt the recommendation of the Compensation Committee regarding Mr. Gordon's FY17 bonus as per the attached letter, and direct Yonca Agatan, CFO, to develop a payment schedule, subject to approval of the Board Chair.

- This was moved to closed session at the end of the meeting.
- The Board asked to receive a copy of Scott's goals.

Motion to approve R-8: Hosea Harvey; Second: Sulaiman Rahman; Motion approved unanimously.

4. Executive Committee & CEO Report

- Eureka Math Proposal
- “Foundations” Alternative Math Program Proposal
- Culture of Excellence Update
- 900 Jefferson Charter Application Denial
- Charter Agreement Update

Eureka Math Proposal

- Ashley Baldwin introduced herself as Mastery’s Director of Math. Previously she was a 6-8 Math teacher in Newark and an API at Mann the last four years.
- Management provided a history of math programming at Mastery:
 - Programming from 2005-2012: Mastery developed dashboards, re-taught content, cohorted students by ability and saw strong growth
 - From 2012-2015: performance plateaued
 - In 2015, the Common Core was adopted and curriculum became more complex and conceptual.
 - Mastery visited other networks, adopted more conceptual curriculum; and paused on cohorting, data-driven and direct instruction
 - Our math scores plummeted, this also happened across the country; the difference was we wound up below the district for the first time
 - In response to board member questions, management explained that there was not a lot we could do to compensate for common core math requiring a complex understanding of language, and that better teachers had only marginally better results.
 - As a result of the dip, we experimented with cohorting, data-driven models, and different curriculum and saw the first bump in our performance since our decline
 - Post-Common Core Curricula is remarkably different:
 - Daily scripted lesson plans with teacher supports
 - Focus on teacher content knowledge and intellectual preparation
- Management explained that it went through a rigorous curriculum adoption process and is now recommending Eureka
 - Curriculum is online and open source as well as bound copies
 - K-8 program
 - High ratings take into account whether teachers like it and alignment to Common Core standards
 - A board member asked whether the level of complexity for the teacher and the student is too high

- Current dilemma is that students never get to rigor until the assessment; these resources get to rigor sooner.
 - A board member asked what is the status of the common core
 - Management is not aware of any movement to change it in PA
- Management will field test Eureka in RP4

Foundations Pathway

- About 30% of our student fall the in bottom decile on MAP testing
- Several board members had questions around whether Mastery is prioritizing whether students pass the PSSA or whether students grow as much as they can
 - Management noted that a year and a half ago the Board passed a resolution to move toward growth and highlight MAP,
 - We are currently working on creating a metric for growth, so we will have one foot in both worlds (proficiency and growth)
- A board member asked what is the projection for PSSAs
 - Research from other schools shows schools performed better with Eureka, our goal is both PSSA improvement and below basic growth
- The proposed Foundations pathway would not be developed from scratch
- A Board member expressed a concern that we do not have enough leadership resources to pull this off and get the teachers the support they need to execute this;
 - Management responded that most resources will go toward supporting this change
 - There will also be efficiencies of having one common program including strong PD from Eureka
 - That said, we need to figure out what intellectual prep is required to make this work and we are visiting other networks
 - In addition, the Board did decide not to grow additional schools to concentrate on the academic program
- The Foundations pathways program will be developed by a Consultant with Student Achievement Partners (who developed the Common Core).
 - We are seeking \$125-250k million grants from Gates and CSGF, in theory thousands of schools could use this, if we don't get money, we will use \$100k and may have to make other choices
- We will have to do some revisions; we will do a step back every year to see what kids struggled with; teachers can also skip a section if students don't need it
- Management noted it would update parent handbook with information about pathways
- Foundations would be a separate class, there may be some specific situations where we'd need to figure out structure;

R-9

Resolved, to adopt Eureka as the K-8 math curriculum to be implemented in fall 2018 for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett 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, Mastery Charter School John Wister Campus, Frederick Douglass Mastery Charter School, and Mastery Prep Elementary Charter School.

R-10

Resolved, to create a “Foundations” math program to serve the needs of students significantly behind grade level in grades 5, 6, 7, and 8 to be implemented in fall 2018 for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett 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, Mastery Charter School John Wister Campus, Frederick Douglass Mastery Charter School, and Mastery Prep Elementary Charter School.

Motion to approve R-9 & R-10: Hosea Harvey; Second: Graham Finney; Motion approved unanimously.

R-11

Resolved, to change the name of Francis D. Pastorius Mastery Charter to Pastorius–Richardson Mastery Charter and make said request to the School District of Philadelphia.

- Previously the board approved a resolution to change to the full names of both Pastorius and Richardson; however this was more characters than the computer system can take

Motion to approve R-9 & R-10: Hosea Harvey; Second: Sulaiman Rahman; Motion approved unanimously.

Culture of Excellence Follow Up

- Scott has visited 75% of campuses
- All principals and RSOs have signed on to come back next year

Charter Application Denial

- SRC Rejection:
 - No intent to enroll forms
 - Student achievement

- Misc: governance
- Pros/Cons of pursuing
 - Location is mix of low-income, gentrifying
 - Some issues
 - To keep the option open costs \$150k
- Bob, Gerry, Robin and Judy expressed interest in looking into this further

Charter Agreement

- District wants to negotiate agreements,
 - District has an incentive to settle, because now about half of charters have not signed their agreements
- District would propose to current SRC if done before June
- A Board member asked whether there is any advantage to settling with them before the new Board comes in?
 - Management noted only if we get a good deal, no pressure on us to agree
 - However if we think the future is more difficult than the past, we should do now
- Hosea and Bob O'Donnell, Legal Counsel, agreed to look into this further
- Mastery will have a parent town hall with Mayor in the near future

5. Development Report

- Board giving under 50% - Deadline is June 30
 - 100% participation important
- Taking feedback from All Boards meeting into account
- Some significant asks out now, should hear in early May
 - Early literacy with CLI
 - Another with Hamilton on early literacy
- Request for members to complete the Statements of Financial Interests (SFI)
- The Board asked for email reminders for the SFI and Board giving

6. Public Comment - No public comment was made

7. Adjourn all Boards – *Motion to close: Judy Tschirgi; Second: Sulaiman Rahman. Motion approved unanimously; Board adjourned at 8:51pm*