

BOARD OF TRUSTEES MEETING MINUTES

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, Pastorius - Richardson Mastery Charter School, Frederick Douglass Mastery Charter School, Mastery Charter School John Wister Campus, Mastery Prep Elementary Charter School

November 7, 2018

6:00 - 8:40 pm

**Mastery Charter School Harrity Campus
5601 Christian Street, Philadelphia, PA 19143**

DISCUSSION

6:05 - 7:23 PM

Rebranding, Enrollment, High School Programing Options

- Revisiting and sharpening Mastery by rebranding.
 - Rebranding
 - Founded on “No Excuses” model for the first 6-7 years. Current model is love and outcomes which focuses on serving all kids.
 - Fights with unions brought about negative labeling by union in regards to Mastery kids.
 - Goals: Define and communicate our brand so that it is aligned with our mission and actual practice.
 - Parents: Want to choose Mastery and enroll
 - Teachers: Want to work at Mastery
 - Policy Makers & Donors: Want to support our work
 - Selected local rebranding firm called Finch Brands. Management felt they understand Mastery and could connect with target audience.
 - Discovery has been completed. Primary research will be focus groups (will have 8th grade students), surveys and 1:1 interviews with parents, faculty/staff, board and policy makers are being conducted. Secondary; market analysis (SWOT) with focus on local competitors.
 - Projected to be completed by February. Management will return to the board in January/March with a formal proposal to be adopted.
 - Outside firm was hired to see if Mastery is unintentionally identifying kids with special needs for enrollment.
 - Board Questions:
 - What is the scope of engagement Finch will have?
 - Finch will deliver:
 - Brand messaging strategy; positioning and value position, stakeholder profiles, brand personality to drive tone/voice

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- Brand designs; brand style guide and likely replacement of “Excellence. No Excuses” tag line
 - Communication strategy
- Enrollment
 - 40% of Philadelphia students are in charter schools, 60% of Camden students are enrolled in charters or ‘Renaissance’
 - SDP and CCSD have begun actively programming to attract students and bring them back into public schools.
 - Mastery’s strong position as the better option for families is eroding. Waitlist for Mastery schools are getting smaller. Kindergarten families are no longer looking at the neighborhood schools.
 - Recent observations show that Mastery’s neighborhood elementaries struggle to enroll. School waitlists were weaker than previous years.
 - Prep Elem had 200+ Kinder offer declines in route to filling its 90 student enroll target. 31% acceptance/offer yield (actual); 50% - 66% yield was expected.
 - Data suggest that parents are perceiving Mastery as a school for students with special needs. Mastery SPED percentages increased by 50% over last 5 years.
 - 24% of Mastery students have IEP’s vs 16% SPD
 - If SPED % continue to rise, Mastery’s intention to serve a student body reflective of its community is at risk.
 - In order to compete in this new choice environment Mastery needs to better understand parent perceptions of Mastery and our competitors as it relates to student enrollment.
 - The objective of this project is to analyze enrollment trends in Philly and Camden for elem. and secondary schools, analyze parent perceptions of Mastery vs. its competitors, conduct competitive analysis, determine what programmatic shifts are needed to attract families and determine what marketing or branding adjustments are needed. Finch, a branding marketing company will provide focus group and branding feedback resources.
 - Project Timing:
 - November 9, 2018: Enrollment data collected for Mastery, District, and charter
 - November 16, 2018: Competitive analysis conducted
 - November 30, 2018: Parent ‘perception’ focus groups/interviews completed
 - December 14, 2018: Preliminary recommendations on programming and marketing developed
 - December 21, 2018: Recommendations shared with internal and external stakeholders for feedback
 - January 30, 2019: Final recommendations to Board
 - Board Questions:
 - Because of universal enrollment how is data collected?
 - Are students being enrolled into the Ivy league/better schools?
 - Is Mastery observing who is leaving?
- HS Program Options
 - STEM Honors Programs
 - Currently at Gratz and Hardy HS
 - SIG (school improvement grant) funded for past 2 years
 - Not centrally managed – both schools have STEM directors who work to create community partnerships/

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- Rigorous and engaging programming, enrichment activities, and external partnerships.
- 65% of students at Gratz said they selected Gratz because of STEM program.
- Lack of coherency between schools.
- Marketing around STEM honors needs to be done in different way. Parents and students want to know what would be their return for choosing Gratz or Hardy?
 - What is management saying or doing to show parents that the students will have more opportunities from this program.
- If honors program is extended, an additional teaching unit would be needed for each school. Personnel will be needed within the NST that will ensure cohesion between schools.
- Other Options
 - Honors track
 - Dual enrollment
 - Career & Technical Ed
 - Other
 - CTE (Career Technical Education): combined focus on career prep w. inclusion of rigorous academic standards. A way for Mastery to prepare students for 21st century jobs.
 - Instructors must have 2 years of industry experience.
 - CTE Director needs to be hired for NST
 - Gratz historically has offered CTE classes, there is a demand within the community for Gratz to reinstate CTE courses.
 - Implementation Considerations
 - Gratz is interested in piloting next year. An application to PDE must be submitted by March.
 - Significant structural program changes required.
 - Financial requirements
 - Major organizational commitment

BUSINESS MEETING:

7:00-8:40pm

Bob Victor called the meeting to order at 7:24pm.

1. Roll Call:

- MCHS: Bob Victor, Gerry Emery; Absent: Robin Olanrewaju; **Quorum: 2/3 members**
- All Other Boards: Graham Finney, Hosea Harvey, Sulaiman Rahman, Suzanne Biemiller; By phone: Stacey Seller, Don Kimelman, Judith Tschirgi; **Quorum: 7/7 voting members**

2. Action Resolutions:

- **Accept October 1, 2018 Board of Directors Meeting Minutes R-1 (All boards)**

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

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Charter, Francis D. Pastorius Mastery Charter, Frederick Douglass Mastery Charter, Mastery Charter John Wister Campus, and Mastery Prep Elementary Charter School from May 9, 2018.

Motion to approve R-1: Gerry Emery; Second: Sulaiman Rahman; Motion passed with unanimous approval.

- **Hiring Approvals**

R-2 (All boards)

Resolved, to approve hiring, separations, and transfers of staff for Mastery network schools as presented between September 15, 2018 and October 26, 2018.

Motion to approve R-2: Hosea Harvey; Second: Sulaiman Rahman; Motion passed with unanimous approval.

3. Development Report (skipped):

4. Finance Committee Report:

- Hit all goals
- Average is aligned with enrollment.
- Good feedback for when contracts are vetted and when they are put out. Mastery try to be mindful of NWBE's (ask joe).
- Branding contract 65,000 can be put as ratifications to be presented. **Action Item: Finance committee will create a guideline for what contract amount will be presented to Board and what will go to exec committee.**
- Comprehensive plan – Michael will come to board in November with comprehensive plan document; completion of state mandate to fill out form that states that Mastery has gone through a comprehensive plan. Sent out as board background documents (see R5).

R-3 (All boards)

Resolved, to authorize the Finance Committee to accept and approve June 30, 2018 (FY18) audited financials for Mastery Charter High School, Mastery Charter Thomas Campus, 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, Pastorius-Richardson Mastery Charter School, and Frederick Douglass Mastery Charter School.

Motion to approve R-3: Bob Victor; Second: Gerry Emery; Motion passed with unanimous approval.

R-4 (All Boards)

Resolved, to ratify execution of FY19 service contracts with vendors for Mastery Charter High School, Mastery Charter Thomas Campus, Mastery Charter Shoemaker Campus, Mastery Charter Pickett Campus, Mastery Charter School John Wister Campus, Mastery Charter Gratz Campus, Mastery Charter Harrity Elementary,

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*Mastery Charter Mann Elementary, Mastery Charter Smedley Elementary, Mastery Charter Hardy Williams Academy, Mastery Charter Clymer Elementary, Grover Cleveland Mastery Charter School, Pastorius-Richardson Mastery Charter School, Frederick Douglass Mastery Charter School and Mastery Prep Elementary Charter School as presented in **Attachment 4**.*

Motion to approve R-4: Sulaiman Rahman; Second: Suzanne Biemiller; Motion passed with unanimous approval.

R-5 (All Boards)

Resolved, to approve the attached Comprehensive Plans for Mastery Charter High School, Mastery Charter School Thomas Campus, Mastery Charter School Shoemaker Campus, Mastery Charter School Pickett Campus, Mastery Charter School Cleveland Elementary, Mastery Charter School Pastorius-Richardson Elementary, and Mastery Charter School John Wister Elementary as drafted and posted on the Mastery website.

Motion to approve R-5; Graham Finney; Second: Gerry Emery; Motion passed with unanimous approval.

R-6 (Prep Elem Board)

Resolved, to adopt all policies currently in force at Mastery Charter High School for Mastery Prep Elementary Charter School.

Motion to approve R-6: Don Kimelman; Second: Sulaiman Rahman; Motion passed with unanimous approval.

5. Executive Committee & CEO Report:

- Board member re-nominations
- RP 1 updates
 - 83% of teacher hit tier instructional standards vs 57% previous year.
 - School culture
 - No metric because of new policies. Cautiously optimistic.
 - Code of conduct created by Dr. Cruz, clear cause and effect. Data from all 27 schools were pulled, all but two saw a 90% correlation between infraction and action.
 - 90% attendance – all but two schools on tract
 - Math – Eureka assessment
 - Hard data will be available in Jan. Bump expected in proficiency.
 - Reading – flat vs FY17
 - KIPP-Wheatley – (Adopting in PA)
 - Went through growth data at the last board meeting, pointed to using curriculum that was not effective.
 - Buying vs. building; equals a new philosophical shift. Primary reasons – strong growth, current program in PA is not strong
 - Benchmark data in Camden has shown growth in the first year, indications point that it will ultimately indicate proficiency.
 - Board will revisit discussion in further detail in regards to KIPP-Wheatley.
 - Opening new school in Fall 2020/2021

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- Board instructed management to be opportunistic but not a high priority.
- CEO Priorities
 - Mission metrics
 - Embed culture of excellence
 - FY19 program priorities
 - Moving towards become true public school
 - 5 year sustain – discuss in Jan all boards meeting
 - Enrollment strategy – how does mastery stat relevant in market?
 - Sustainable living way pathway strategy – defining 4 pathways, 3-year journey. 2018 is year to begin taking steps towards fulfilling 2022 vision.
 - Rebooting Mastery Charter Foundation as a fundraising machine. Eight new members.

R-7 (All Boards)

Resolved, to adopt KIPP Wheatley curriculum English Language Arts for grades 3-8 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-7: Gerry Emery; Second: Sulaiman Rahman; Motion passed with unanimous approval.

R-8 (MCHS Board)

Resolved, to appoint Robin Olanrewaju to a two-year term to the Board of Trustees of Mastery Charter High School.

Motion to approve R-8: Gerry Emery; Second: Bob Victor; Motion passed with unanimous approval.

R-9 (All Boards but MCHS)

Resolved, to appoint Stacey Sellers to a two-year term to the Board of Trustees of 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, Pastorius-Richardson 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; Don Kimelman; Second: Suzanne Biemiller; Motion passed with unanimous approval.

6. No Public Comment was made

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7. Expulsions:

- Hosea Harvey recommended KM to be expelled.

Motion to Approve: Suzanne Biemiller; Second: Judy Tschirgi; Motion passed with unanimous approval.

8. Adjourn all Boards

Motion to adjourn: Hosea Harvey; Second: Graham Finney

Meeting Adjourned at 8:34 p.m.