



Map Academy Charter School  
Board of Trustees Meeting Minutes  
April 11, 2022 - 4:00pm  
Location: Zoom Virtual

1. Call to Order/Attendance: The meeting was called to order at 4:05 pm. Board members Derek Paiva, Josh Charpentier, Rachel Babcock, and Liza Veto were in attendance. Anre Dowell was also present along with staff Mike Balaschi and Steve Sell; see “New Business” and “Charter Renewal Timeline and Process” sections below.
2. Public Comment: No public comment was offered.
3. Consent Agenda: Josh offered a motion and Liza seconded the motion to approve the consent agenda. The board voted unanimously to approve the consent agenda.
  - a. March 14, 2022 Minutes
  - b. Finance Reports
4. New Business
  - a. Discussion & Vote: New Board Member: Josh moved and Liza seconded the motion to approve Anre Dowell as a board member. The board voted unanimously to welcome Anre to the board. Rachel will now send Anre’s information to DESE for Commissioner’s approval so that Anre will be a voting member of the board at the June meeting.
  - b. Discussion: [Co-Directors’ Report](#) – See the end of this document for the full report content.
  - c. Discussion & Vote: FY22 Budget Amendment: The Co-directors [presented](#) the FY 22 budget amendment and the proposed FY 23 budget. The Co-directors have thoroughly reviewed all of the content in both budgets internally and with the school’s accounting firm, AAF CPAs, to ensure accuracy and to ensure long-term financial viability. The board discussed notable revenue items in the amended budget, including tuition amendments (including facilities), state and private grants. The Co-directors explained that under federal grants, the school received the anticipated amount of grants, but decided to utilize the multi year carryover function for the ESSER III funds between FY 22 and FY 23; therefore, this shows as 50% of anticipated revenue but the school didn’t lose any funds. The Co-directors also noted that the original budget underestimated the amount that the school would be reimbursed for nutrition funding, which is why the nutrition reimbursement line is being amended. The Co-directors also updated the board on expenses that were different than originally budgeted in the FY 22 budget. With the additional proposed expenses, with the additional revenue, the school is looking at a surplus of approximately \$113,913 for FY 22 (in addition to the ESSER III funds that will be carried over to FY 23). Following the discussion, Liza offered a motion and Derek seconded the motion to approve the amended FY 22 budget. The board approved the motion unanimously.
  - d. Discussion & Vote: Proposed FY23 Budget: The board’s discussion of the proposed Map Academy FY 23 budget began with the Co-directors providing context about how the budget was created. The Co-directors explained that the budget assumptions were made with a conservative lens. As an example, the amounts estimated for state and private grants are on the lower end of potential grant funds the school is likely to receive. In addition, the budget also includes a substantial contingency line to allow for cushion in case of unforeseen costs. In

general, budgeting for expenses is based on similar percentages year to year; the Co-directors showed the board charts comparing allocations for FY 22 and FY 23. The board learned that tuition and facilities comprise about 90% of the school's budget; the school receives about \$19,000 per student depending on the sending community. Derek asked about how per pupil number is determined and when it will be final. Josh showed the board DESE's spreadsheet of charter funding and how updated figures are released over time; for example, in March 2022, DESE provided the final numbers for FY 22, which were then used in the FY 22 amended budget the board approved in the previous agenda item. Currently, Map Academy has 32 employees including the Co-directors; ideally, the school will increase to 37 full time staff next year. In this part of the discussion, the Co-directors noted that the stipends line in the FY 22 budget decrease significantly in the FY 23 budget due to the new enhanced teacher role that includes instructional capacity in the evenings and the summer as part of the salary (instead of extra instructional time being compensated through stipends). The Co-directors highlighted a FY 23 increase in the professional development and staff travel lines, indicating that because Map is now retaining its core staff over multiple school years, spending on their professional growth is a smart investment. With select spending increases compared to the FY 22 amended budget the board approved in the previous agenda item, the Co-Directors anticipate a surplus of approximately \$140,000 for FY 23. The school is in a strong financial position. The Co-directors showed a graph of the school's end of year net position over time, based on audit data, from FY 18 at \$343,102 to FY 22 at \$2,432,801. In addition, for cash on hand or cash equivalents, based on data, the school had \$363,118 at the end of FY 18 and grew to \$1,931,476 at the end of FY 21. At the conclusion of this detailed discussion, Liza offered a motion and Derek seconded the motion to approve the FY 23 proposed budget. The board voted unanimously to approve the motion.

- e. Discussion & Vote: Outsourced Human Resources Contract Renewal: The contract is with HR Knowledge, which Map is using currently for payroll, benefits, and other HR-related services; the school is very happy with the quality of the services they provide. Rachel moved to approve the contract renewal with HR Knowledge, and Josh seconded the motion. The board approved the motion unanimously.
- f. Discussion & Vote: Outsourced Communication Contract Renewal: The contract is with Hairpin Communications, which Map is using currently for a variety of website, social media, and other communication services. The Co-directors indicated that Hairpin is a key support to foster the school's full enrollment to reach potential students and potential new staff members as well as a key element of institutional advancement efforts. Josh moved to approve the Hairpin contract, and Rachel seconded the motion. The board approved the motion unanimously.
- g. Discussion & Vote: Board of Trustees SY 22-23 meeting schedule: the Co-directors shared a draft schedule of the proposed board meetings for SY 22-23. The board approved the calendar of meetings, all to be held at 4:30pm at Map Academy. Josh moved to approve the SY 22-23 meeting schedule; Derek seconded the motion. The board approved the schedule unanimously.
- h. Discussion: Potential Adult Diploma Pathway: For the board's information, the Co-directors previewed this item on a forthcoming board meeting agenda. This pathway would be developed for students who may age out before they are able to complete their diploma, and would offer a high school diploma, not a GED. The Co-Directors plan to come to the board with more information on this at future meetings based on information gleaned from conversations with DESE.

## 5. Old Business

- a. Discussion: Charter Renewal Timeline and Process
    - i. Recently, Mike Balaschi and Steve Sell have been promoted to Assistant Director roles on the staff. They will be participating actively in the charter renewal process and will be joining our board meetings from time to time. The board congratulated Mike and Steve on their promotions and welcomed them to the meeting.
  - b. Discussion: Co-Directors evaluation process
    - i. Liza recapped the board's work on the co-directors' evaluation process to date. At the August 2021 meeting, the board voted on last year's evaluations that Mary worked on in partnership with the Co-directors; at the same meeting, the board also voted on the co-directors' goals for SY 21-22. The foundation of these goals is the DESE school and district leaders rubric, with some modifications to reflect the uniqueness of Map Academy. The Co-directors have reported on their progress on those goals at our December and March meetings. They will do so again at our June meeting.
    - ii. As part of the board's governance responsibility to evaluate the Co-Directors on an annual basis, Liza previewed next steps in the SY 21-22 evaluation process and how board members will contribute.
      1. June meeting: The Co-Directors will report out on progress toward the annual goals; Liza will share the survey that board members will complete by July 15th.
      2. June/July: Liza will meet with the Co-Directors to kick off their SY 21-22 self-assessment and SY 22-23 goal-setting part of the evaluation process.
      3. June 13th-July 17th: Board members will review evidence previously shared at board meetings and submit their contributions to the evaluations using the survey. Liza will be available for any individual member questions.
      4. July 17th-August 31st: Liza will compile contributions from board members, Josh, and Rachel into written evaluation documents for each Co-Director.
      5. September 19th meeting: Liza will present to the board a) the SY 21-22 evaluations and b) the Co-Directors' goals for SY 22-23 for the board's review and vote.
  - c. Discussion: Ongoing Board Development: the Co-directors had hoped to bring a prospective member to today's meeting but his schedule doesn't currently allow him to participate in Monday meetings; however, he is very interested in the Map board and may be able to participate in the future, so the board will continue to follow up with him over time. In addition, the Co-directors are following up with an additional prospective board member, and hope to bring that person to a future meeting.
6. Discussion: Comments & Announcements
  7. Upcoming meeting dates
    - a. Monday, June 13, 2022
    - b. Monday, July 25, 2022
  8. Adjournment: Josh offered a motion and Rachel seconded the motion to adjourn the meeting. The board voted unanimously on this motion, and the meeting was adjourned at 5:33 pm.

## Co-Directors' Report

- General Operating
  - Gutter drainage fixed: This was a significant repair and has been fully resolved and paid for by the landlord.
  - Summer renovations: The school has a classroom known as the “wood room” that was never renovated, meaning the space hasn’t been used well. With this renovation, the space will be made more part of the studio in which it exists. The renovation will also add windows to small offices with no natural light.
- Enrollment
  - The school held a lottery on April 5th to establish a waitlist order for any spots that open over the remainder of this year; there were about 70 students in this lottery. Some had already accepted spots for the fall but would prefer to enroll sooner, and some were applying to Map for the first time. Students who do not gain admission this spring who have not yet secured spots for the fall have been encouraged to submit new applications, since waitlists do not roll over to the new school year. Map Academy continues to be fully enrolled for the current year and the upcoming year, according to the school’s approved growth plan.
  - The new student registration process for fall will begin in May, which school staff have found is the right timing to ensure student commitment.
- Charter Renewal Process
  - Timeline: Map Academy’s charter renewal application is due August 1st. A draft will be completed in order to present to the board at the July meeting.
  - Board By Laws: Since the board has new and recent members, the by-laws have been included in today’s meeting folder for board member review.
    - Board Next Steps: The board reviewed some items to focus on between now and the charter renewal site visit in the fall.
- Curriculum & Instruction/Student Engagement
  - MCAS Math begins May 17th: Had a smooth March ELA assessment window; Math assessment plans are underway.
  - Graduate planning process underway: Two cohorts of students are working on their capstones; one is focused on passion projects based on student inquiry cycles, while some other students have more of a narrow scope around storytelling.
  - Specialized Career Guidance team kickoff and ongoing work - This project is building Career Pathways Infrastructure based on identified student interest and also South Shore Workforce Board regional priorities, and will allow Map Academy to continue to grow its ability to support students in accessing meaningful and life-sustaining post secondary pathways.
  - Curriculum Evaluation and Planning Process for summer work: Steve is leading evaluation of existing curriculum in order to determine what curriculum work will be completed over the summer, both revisions of existing courses and new course development.
  - [Student MCAS Data](#) and Development of Data Dashboard: Rachel reviewed last year’s MCAS data with the board, for all students and data disaggregated by subgroup. Josh also shared a draft of what the school’s data dashboard will look like. Board members will have access to the dashboard following this meeting, even while it’s being finalized. Data will be broken down by

subgroups and will yield updated reports monthly. For each graph or report, Map staff can dig deeper to view the raw data at the student level. The next steps are to be able to filter and disaggregate the data in many different ways, such as student subgroups, studio, teacher, and other fields; this work is ongoing and should be ready to use by late Fall 2022.

- Staffing/Professional Development: Map Academy is well underway for SY 22-23 staffing; Map does not have a lot of staff turnover this year, which is very exciting as the school enters year 5. The low turnover allows the school team to focus its efforts on finding great candidates for the new positions.
  - [Updated pre-interview process](#) - Candidate Inventory: This tool allows Map Academy to get to know candidates a bit better in advance of any in-person meetings; the tool has been refined this year to be more rigorous, and to incorporate collaboration with the DEI consultant about how to use an equity lens in the hiring process, through a competency-based approach.
  - [Facing History and Ourselves](#) summer and next school year: The Co-Directors are excited about a new partnership with Facing History and Ourselves for humanities PD, and the school is deep in the planning for this summer PD. Steve and Rachel have been working to get this partnership up and running, to continue through SY 22-23, addressing civics coursework, the new state genocide education legislation, and opportunities for students to engage with current events.
  - Instructional staff Theory of Action work and Evaluation process: As part of their individual annual evaluations, staff have been working on questions they generated about their own practice, have gathered data about their progress, and will conduct self-assessments in May. In June, they will meet with Steve and Co-Directors to share their progress and finalize this year's process.
  - 2022-2023 Enhanced Teacher role: This week, the school will provide hire letters to 11 teachers who have opted into a year-round teacher role that includes summer and evening work, for increased pay. Teachers are excited about this opportunity, and the school leaders know it will make Map's evening and summer programs more robust and sustainable as well as support staff retention and stability over time.
- Dissemination/Institutional Advancement/Partnerships/Grants
  - Continued work with MA DESE Alternative Accountability Team: Map's accountability model is being used as an exemplar for statewide common language.
  - Plymouth YMCA Board meeting: Rachel attended this meeting; at least one person reached out with interest about potentially joining the Map Academy board.
  - [Adult Ed RFP FC589](#) Award. \$12,500 received as a grant award, which is less than was requested. The grant will not include any sort of advertising for the program, which was part of the school's original proposal.
  - Mass Grad FC324 additional funding: \$20,000 additional funding has been received from the state for dropout prevention.
  - Hosted Fall River school leader
  - Hosted Dighton Rehoboth district and school leadership: As part of Map Academy's ongoing dissemination efforts about the school's work, the school hosted a Vice Principal and the Assistant Superintendent.
  - Katy Texas district leadership team onsite visit, May 2022: As part of Map Academy's ongoing dissemination efforts about the school's work, the school will host representatives from this district that has expressed interest in Map over several months. When Rachel and Josh were

founding Map Academy, they visited many schools and learned considerable helpful information, and are committed to “paying it forward” by hosting visits when possible.

- MA DESE Spring Homeless Education Grantee Meeting

***Graduation Save the Date: Wednesday, June 15, 2022 at Hotel 1620 – 4:00pm***

Board members are welcome and encouraged to join in person for Map Academy’s spring graduation ceremony. In addition, board members will receive invitations to the school’s end of year cookout, once a date has been set. Both of these events will be great opportunities for board members to interact with additional stakeholders in the Map Academy community.