



Board of Trustees Meeting Agenda
September 19, 2022 - 4:30pm
Location: Hybrid - 11 Resnik Rd. Plymouth & Zoom

1. Call to Order/Attendance: The meeting was called to order at 4:30 pm. Board members Anre Dowell, Liza Veto, Josh Charpentier, and Rachel Babcock were in attendance. Map Academy Assistant Director Mike Balaschi was also present for the meeting.
2. Public Comment: There was no public comment offered.
3. Krokidas and Bluestein Governance Training: Bettina Toner (education and employment attorney) and Elka Sachs (an attorney who heads up their charter schools practice) from Krokidas and Bluestein joined today's board meeting to offer a presentation regarding governance information for charter school board members. Ms. Toner began by reviewing key figures and clarifying the role differences between the Massachusetts Department of Elementary & Secondary Education and the Board of Elementary & Secondary Education. Next, she described a board's legal duties and responsibilities, including establishing a charter school's mission, hiring qualified personnel to lead the school, establishing strategies for the school's long-term well-being and growth, and ensuring that the school complies with all relevant laws and regulations. Then, she articulated the annual disclosures and training requirements that trustees must complete. Ms. Toner noted a common issue that arises among charter schools regarding board complaints: if a complaint is made to any individual board member, that complaint is considered to have been made to the board as a whole, and the board must respond in writing within 30 days. Ms. Toner also described the annual reporting requirements for charter schools, including the accountability plan, annual plan, and annual financial report; these reports are accompanied by regular DESE visits to the school, such as a Coordinated Program Review (civil rights, English Learner education, and Special Education) or a Renewal Site Inspection like the one that Map Academy will have on October 12, 2022. Ms. Toner also reviewed the criteria that DESE uses for consideration of charter renewal. After a school's charter is renewed, DESE will work with the school to establish an updated accountability plan, commonly requesting stronger/more rigorous measures than in the initial plan. Typically, this process happens in spring after a charter is renewed, with a goal of having the revised plan in place for the start of the next school year. Finally, Ms. Toner reminded the board that we will need to update DESE regarding the Board Officer reorganization that the board will discuss and vote on later in this meeting's agenda.

Liza asked a question regarding the method for reporting board officer changes to DESE; Ms. Sachs indicated that this can be done directly through the DESE charter school board member management portal. Rachel asked a clarification question regarding 51A reporting to DESE; Ms. Toner clarified that DESE notifications happen when investigations involve school employees. Ms. Sachs added that sometimes there are IRS requests that are relatively minor; those should be reported to DESE as well. *Note: In support of the board's SY 22-23 goal to train its members, the presentation was recorded and the Powerpoint was provided so that board members who could not attend today's meeting can review the content as well. The board will also consider how to incorporate this training as a regular component of the onboarding process for any new board members.*

4. Consent Agenda: Josh noted that there are no financial reports in this meeting's consent agenda; this is because they have been working with the auditor for a more extensive review of financial documents.



The audit will be presented to the board at its October meeting. Josh made a motion to approve the consent agenda, which Liza seconded. The board approved this motion unanimously.

a. July 25, 2022 Minutes

5. New Business

a. Discussion & Vote: Co-director evaluations 2021-2022: Liza reviewed with the board the steps in the performance evaluation process the board has completed this year in partnership with the Co-Directors, and indicated that today's discussion and vote is the final step in that process. Liza thanked board members for their contributions to the evaluations, particularly examples for evidence; she also thanked the Co-Directors for their self-reflections on SY 21-22 strengths and areas for growth, along with their thoughts about next steps for the upcoming school year. Next, Liza reviewed information state requirements for evidence to support evaluations, and also the difference between ratings, noting that "proficient" is a positive rating indicating rigorous performance. For each of the five standards, for each Co-Director, she then reviewed the rating, the board's identification of its next steps for SY 22-23 in collaboration with the Co-Director, and that person's self-identified next steps for SY 22-23.

Following her presentation, Liza made a motion that the board approve the SY 21-22 performance evaluation for Rachel Babcock; Anre seconded the motion. Anre, Josh, and Liza voted to approve the motion, while Rachel abstained from voting. The motion was approved by the board. Next, Liza made a motion that the board approve the SY 21-22 performance evaluation for Josh Charpentier; Anre seconded the motion. Anre, Rachel, and Liza voted to approve the motion, while Josh abstained from voting. The motion was approved by the board.

b. Discussion & Vote: Co-director evaluation process 2022-2023: Following its discussion of the SY 21-22 Co-Director evaluations, the board turned to the evaluation process for SY 22-23. Liza reviewed with the board the lessons learned from this year's evaluation process and recommendations for applying those lessons in SY 22-23. She stated that given the exemplary performance of both Co-Directors and the comprehensive evaluations just completed, she recommended that the board consider a two year evaluation process. In this process, the Co-Directors will select five annual goals, one per standard, and collect evidence throughout the evaluation period, continuing to provide quarterly progress updates to the board. In addition, there will be a midpoint discussion of progress in summer 2023, with the final evaluation to occur in summer 2024. Liza made a motion to put Rachel Babcock on a two year evaluation plan as described above, using the goals below as Rachel's annual goals for SY 22-23. Josh seconded the motion, and the board approved the motion unanimously.

- Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes. Ensures that instructional practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.
- Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs of students.
- Continuously collaborates with families to support student learning and development both at home and at school.
- Develops and nurtures a culture in which staff members are reflective about their



practice and use student data, current research, best practices and theory to continuously adapt instruction and achieve improved results. Models these behaviors in the administrator's own practice.

- Ensures that Map Academy is fully enrolled throughout the year and manages the student experience from application to graduation.

Next, Liza made a motion to put Josh Charpentier on a two year evaluation plan as described above, using the goals below as Josh's annual goals for SY 22-23. Rachel seconded the motion, and the board approved the motion unanimously.

- Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.
- Uses systems to ensure optimal use of time for teaching, learning, and collaboration.
- Engages in regular, two-way, culturally proficient communication with families about student learning and performance.
- Demonstrates strong interpersonal, written, and verbal communication skills.
- Identifies and manages multiple revenue streams beyond tuition in order to ensure long term financial sustainability and to provide robust mission-driven programming.

The Co-Directors expressed gratitude to the board and specifically to Liza, for all of the time invested in this extremely thoughtful and thorough evaluation process.

- c. Discussion & Vote: Innovation Pathways Designation Support Contract - Specialized Career Guidance: The DESE Innovative Pathways Designation allows schools without state-approved Chapter 74 vocational/technical programs to offer pathways that connect students to postsecondary options. The school hosted DESE staff member Jennifer Gwatkin for a discussion about the designation, and Map Academy was encouraged to apply for a \$25,000 planning grant, with the application due at the end of September. (In addition to the planning grant, if the pathways are awarded the DESE designation, the school will be eligible to receive implementation funding up to \$75,000 for SY23.) Map Academy is currently planning to complete an application for pathways designation in manufacturing and healthcare via a two part process which begins this fall and continues through late winter. Rachel reminded the board that the school has already been working with Specialized Career Guidance to begin building infrastructure for students and alumni to reach their goals after high school; this means that the Innovative Pathways Designation opportunity aligns to work already underway.

Rachel outlined a new contract with Specialized Career Guidance for the board's review and vote. This \$70,000 contract will include the following activities: a) continue to support the career pathway exploration work underway, b) support the planning grant application process, and c) support the pathways designation application process. The goal is to apply grant funds toward this contract. Josh explained to the board that even if grant funds are not received, the school has ample existing funds to pay for the work described in this contract. Specifically, the FY 23 budget's salaries & benefits line currently has a \$260,000 projected surplus, with ample funds available to pay for the work of this contract if needed and no negative impact on other work resulting from this budget reallocation.



Josh made a motion to move \$100,000 from the salaries and benefits FY 23 budget line to the professional services budget line in order to support this contract. Liza seconded the motion. The board approved the motion unanimously. With the board understanding that there are sufficient existing funds to support the work even if new grant funds are not awarded, Rachel made a motion to approve the proposed contract with Specialized Career Guidance; Josh seconded the motion. The board approved the motion unanimously.

- d. Discussion & Vote: Board Officer reorganization: Rachel expressed appreciation for both current and past board members, and the board's growth from a founding board to the current board. Rachel also expressed gratitude to Mary for serving as the interim board chair after Ed Jacobs resigned from the board chair position. Mary indicated that she would like to continue serving as a board trustee but has competing demands that prevent her from continuing as the board chair; Liza has agreed to serve in the chair role if selected by the board. Paul Kitchen had also previously resigned as the board's Treasurer; Derek Paiva has agreed to serve in the Treasurer role if selected by the board. Liza also agreed to serve as the board clerk until such time as another board member is ready to take on this officer role. Rachel offered a motion for the board to approve the following slate of officers:

- Liza Veto as Chair
- Derek Paiva as Treasurer
- Liza Veto as Clerk

Josh seconded Rachel's motion. The board approved the slate of board officers unanimously.

- e. Discussion & Vote: New bank account establishment: As Map Academy continues to bolster its financial security, the school has more funds sitting in its bank account. The Co-Directors have consulted with both the school's bank, Citizens Bank, and the AAFCPAs accounting team about the growing amount of cash on hand. Both of those parties recommended that the school open an additional bank account for the school to serve as a reserve account. This account will not have checking or debit card functions to add a layer of fraud protection for the cash on hand. The Co-directors and AAFCPAs will manage that account for larger expenditures. Liza expressed appreciation for the Co-Directors' proactive fraud prevention and fiscal stewardship. Josh offered a motion for the board to approve the establishment of this additional account at Citizens Bank; Liza seconded the motion. The board approved the motion unanimously.
- f. Discussion: Renewal visit update & logistics: Map Academy's site visit as part of the charter renewal process is scheduled for October 12th; the visit will be conducted by vendor Class Measures as a subcontractor for DESE. Rachel and Josh will be meeting by Zoom with Class Measures representatives on September 28th, during which time they will confirm the specific schedule for the visit, including for the board focus group. The board focus group can be virtual. Mary is not able to join the focus group; Derek is able to join virtually. Liza is planning to attend in person at the school. Anre may be able to join, dependent on the time. Because two board members were not able to be at today's meeting, the board members attending the visit will plan to meet Monday 9/26/22 to have a discussion in preparation for that visit.

6. Old Business

- a. Discussion: FY22 Audit Update: The FY 22 audit process is almost complete, with the school having completed all of the testing required in the audit process and they are currently awaiting draft reports for review. There was one minor discrepancy identified during the process in which



one employee was underpaid by approximately \$130 due to a paperwork error: Map Academy submitted the correct paperwork but unfortunately the payroll company made a minor payroll clerical error and has since corrected this mistake and the affected employee was notified by admin immediately. The board will review and vote on the final audit at the October meeting; the auditor and the schools AAF rep will join the board for that meeting to present the audit and answer any questions.

- b. Discussion: Board Development: Reorganizing the structure of the board was a helpful step in the board development process. The Co-directors have some ideas about how to provide updates from the Co-Directors in ways that will support their goals and the board's goals even further, and they will share those ideas during the October 17th meeting. In addition, the Co-Directors have further ideas about potential future members, but felt that bringing potential candidates to meetings during the charter renewal site visit process was not the best timing.

7. Discussion: Comments & Announcements:

- a. Data highlights: The Co-Directors included a one-pager of data highlights in the Board's package of materials for this meeting, and reviewed the data with the board. They noted that over 50% of enrolled students participated in summer Studio, a notable level of engagement in summer learning. In addition to the eight or nine students forecasted to graduate in October (see next item below), an additional approximately 40 students are on track to graduate in January or June 2023. Finally, the board was excited to learn that by September 15th, which was the 13th day of SY 22-23, 90 credits had already been earned by 84 students. In support of the board's Goal 3 for 2022-2023 (see box at the end of this document), the board will plan to review the currently-embargoed spring MCAS scores at its October meeting.
- b. The next Map Academy graduation will be held on October 19th at Hotel 1620 (Plymouth) at 4pm. The school estimates that there will be eight or nine graduates, which is the biggest fall cohort that the school has had. The school's winter graduation will be held on January 25th at 4pm at Hotel 1620 (Plymouth).
- c. The Co-Directors received an email today informing them that Map Academy has moved forward to the next phase of the Yass Prize. The school will find out by October 3rd if Map's application will continue to move forward. The grants are offered by a foundation that is looking for transformational outstanding education; the grants were awarded for the first time last year. Josh will share with the board the link to livestream the announcement on October 3rd. Josh expressed gratitude for Rachel's work on this grant application.

8. Upcoming meeting dates

- a. Monday, October 17, 2022
- b. Monday, November 21, 2022
- c. Monday, January 23, 2023
- d. Monday, March 20, 2023
- e. Monday, May 15, 2023

9. Adjournment: Josh offered a motion to adjourn the meeting, which was seconded by Liza. The board approved the motion unanimously. The meeting was adjourned at 6:13pm.

Document list:

- Co-director evaluations (2)
- Co-director evaluation presentation
- Specialized Career Guidance Agreement



- Charter renewal site visit requested documents
- MACS Charter Renewal Abridged Version
- July 25, 2022 Minutes

2022-2023 Board Goals

1. Codify a new board member process that contains criteria for prospective members, an onboarding process that includes board member expectations, and training.
2. Participate fully and with high quality in the school's charter renewal, including thought-partnership with the Co-Directors, and active participation in all required board components of the DESE renewal process.
3. At least quarterly during School Year 2022-2023, monitor measures of student success, in the aggregate and broken down by subgroup (e.g., race, gender, special needs, English learner, other subgroups meaningful for Map Academy population), thereby growing the board's understanding of student progress based on data.