

Northside Charter High School
424 Leonard Street
Brooklyn, NY 11222
(347) 390-1273
www.northsidechs.org

**Northside Charter High School
Board of Trustees Meeting
July 11, 2017**

Present: Hammad Graham, Trustee
Douglas Giles, Trustee
Matthew Brian, Trustee
Kaley Childs Karaffa, Board Chair via video conference
Suzanne Curran, Principal
Racquel Brown, Director of Operations
Lori Fitzmaurice, Executive Director
Li'Eisha Garcia, CSBM

Guests: Rizwan Alladin
Danielle Redmond

Excused: Willie Scott

Meeting called to order at 6:06PM.

1. Executive Committee Report

- a. Approval of Agenda: Ms. Karaffa made a motion to approve. Mr. Giles seconded. All were in favor.
- b. Approval of June Board Minutes: Mr. Giles made a motion to approve. Ms. Karaffa seconded. All were in favor.
- c. Strategic Plan - Update: Ms. Fitzmaurice reviewed the timeline with the Board. The Board discussed the metrics and data and how that will be reviewed with the Board on a monthly basis. Ms. Karaffa requested that the Board work with Lori to separate the review of the areas of the strategic plan implementation and tracking and assign to specific board members and committees for continuing oversight.
- d. Principal Search: Ms. Fitzmaurice updated the Board on the status of the principal search: selection committee structure including board oversight of final candidates; first interview today; 10 viable candidates; highlighted characteristics of candidates and search committee structure. Ms. Curran reported that Mr. Davila resigned from his role as Assistant Principal. Mr. Graham led the Board in questioning Ms. Curran and Ms.

Fitzmaurice in how the search for the new assistant principal will be carried out with the principal search and how this impacts our strategic plan and organizational structure. Ms. Curran emphasized the importance of the positive role between the principal and assistant principal, and how large of a role the principal should play in selecting the assistant principal.

- e. Administration Evaluations: Ms. Fitzmaurice sent the evaluations and analysis for Principal and Director of Operations to the Board.
 - f. Executive Director Evaluation
 - i. Results: Ms. Karaffa reported that once all responses from Board members and staff for the 360 degree evaluation of Ms. Fitzmaurice are received, she will circulate the anonymized report to the Board and Executive Director for review, and
 - ii. Approval of form and process for 2017-2018: Ms. Karaffa made a motion to approve the evaluation form and process with a mid-year review and year-end review. Doug seconded. All were in favor.
 - g. Board Evaluation: Ms. Karaffa reported that she will be sending out the Board Self-Assessment to the Board later this week. The results will be aggregated and reviewed by Dan Pasek and form the basis for the Board's goals and agenda for 2017-2018.
 - h. Legal and Governance Review (to be reviewed by Board post July Board meeting)
 - i. Bylaws
 - ii. Personnel Handbook - Ms. Fitzmaurice reported that New York State laws have updated requirements for interviewing (no longer asking for current salary) and benefits (required family medical leave deduction from payroll in 2018) that will be reflected in the Personnel Handbook.
 - iii. Student Life Guide - Ms. Fitzmaurice reported that the consequence matrix being reviewed by the Restorative Justice Committee for implementation of more restorative practice to reduce out of school time.
 - iv. Teachers' Handbook
 - v. Code of Ethics
 - vi. Financial Policies and Procedures
2. Finance Committee
- a. Financial Review – June Financials: Ms. Garcia reported that we are due to end the year with a \$610k surplus, with personnel, tuition reimbursement, and other items running under budget. The Audit will begin with remote work beginning in August. The Annual Report is due August 1; trustees were asked to provide their Financial Disclosure form prior to that date.
3. Board Development
- a. Board Member Recruitment: Ms. Karaffa introduced two candidates for Trustee present tonight: Rizwan Alladin and Danielle Redmond. Mr. Alladin and Ms. Redmond introduced themselves and gave a brief history of their professional backgrounds and interest in board service. Ms. Karaffa reported that she has spoken with five other candidates, and will be introducing them to other Board members for interviews.

- b. Continuing Education and Orientation: Pasek Consulting will provide a web-based refresher and on-boarding orientation to Charter School oversight for all trustees in October.
- 4. Education and Accountability
 - a. Education Update
 - Graduation Data : NCHS internal rate: 95% (vs. 85% in 2016); official number may be less due to four “ghost” students who no longer attend, but are still officially recorded on ATS. 80 of 84 students graduated; 11% with Advanced Regents diplomas; 71% with Regents diplomas. 90% were accepted to 2 or 4 year colleges with two students entering the armed forces.
 - College Acceptances: Ms. Curran reported on the college acceptances for students.
 - June Regents Data -- Mr. Giles questioned strategies to address low math and science scores; Ms. Curran explained that we will double math periods for some students and standardize use of an online based math curriculum across subjects to increase common language.
 - b. Dashboard & Fundraising Review
 - i. Academics: Ms. Fitzmaurice reported that GPAs remained in 80s for year end, with math being the lowest, which prompted brainstorming and planning for 2017-2018.
 - ii. Discipline: Ms. Fitzmaurice reported the final suspension rate for 2016-2017 was 15%, which was similar to 2015-2016.
 - iii. Fundraising: Ms. Fitzmaurice reported she has narrowed the candidates to the finalist for Development Manager position, and that she will have them speak with Mr. Brian as the last step in the interview process.
- 5. Next Meeting: August 8, 2017 at 6PM
- 6. Motion to Adjourn Meeting at 7:33PM by Mr. Giles. Mr. Brian seconded. All were in favor.

Northside Charter High School
Board of Trustees Meeting
August 8, 2017
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Board Chair, *via video conference*
Douglas Giles, Trustee

Matthew Brian, Trustee

EXCUSED

Willie Scott, Trustee; Hammad Graham, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Mary Kenny, Minutes Transcriber
Jerrill Adams, Principal *via video conference*
Danielle Redmond, Board Applicant

Suzanne Curran, Director of Instruction
Racquel Brown, Director of Operations
Emily Moskowitz, Board Applicant
Deangeor Chin, Board Applicant

The meeting opened at 6:08pm.

1. Executive Committee

- a. **Approval of Agenda:** Ms. Karaffa made a motion to approve the Agenda. Mr. Brian was second. All were in favor.
- b. **Approval of July Board Minutes:** Ms. Karaffa made a motion to approve the July 2017 Minutes. Mr. Brian was second. All were in favor.
- c. **Executive Director Report**

Introduction of New Principal, Jerrill Adams: Ms. Fitzmaurice introduced Mr. Adams. She reported that over 100 candidates were screened and that the summary report of the principal search process and results was circulated to the Board prior to the meeting. Mr. Adams's background as an educational leadership coach provides significant value in continuing the development of the staff. Ms. Curran noted her agreement that Mr. Adams immediately rose to the top of candidate pool. Ms. Fitzmaurice said that asked several qualifying candidates if they would be interested in applying for AP Davila's vacant position, but none were interested. Mr. Adams introduced himself and said he is very excited to be starting on Monday. Ms. Karaffa reported that she interviewed Mr. Adams prior to Ms. Fitzmaurice extending him an offer, and she agreed with the administration's assessment that he embodies the school's goal to go from "good to great" and has insight on how to accomplish this through his experience and expertise.

Strategic Plan Update: Ms. Fitzmaurice reported that she is still working on the dashboard format with Ms. Sutter, but reviewed highlights of the milestones of what should be accomplished in keeping in line with our five year strategic plan.

- Academic Improvement: The student assessment testing at the end of the year helped with programming and professional development.

- Culture: Restorative practice and high standards for behavior are still being analyzed and developed. Our priority is to maintain our status of being a safe school while also being fair and just in meeting the best interest of each student. Ms. Karaffa asked for an update on a consequence matrix within the week for the Board. Ms. Fitzmaurice reported the Student Life Guide is being finalized and will be circulated to the Board for comment and approval prior to the start of school.
 - Foundation Milestones: Our annual report has been submitted.
 - Procurement: Ms. Brown and Ms. Fitzmaurice will begin work to reduce costs in procurement.
 - Fundraising: Nicole Jones has started reaching out to venues for our first fundraising event, and we have a meeting with Madison Square Garden about a basketball event. Ms. Fitzmaurice highlighted the School's goal of achieving greater brand and name recognition for excellence.
- d. **Executive Director Evaluation:** Ms. Karaffa said she circulated the results of Ms. Fitzmaurice's board and 360 evaluation to the Board. Her overall average remained at the same high level as it was at her mid-year review. Ms. Karaffa will be meeting with Ms. Fitzmaurice to discuss the results and undertake the goal setting for 2017-2018. The Board will have an off-line conversation to determine her bonus. Ms. Fitzmaurice said the evaluation process provided a lot of insightful feedback.
- e. **Board Evaluation:** Ms. Karaffa reminded the Board that they need to complete the evaluation, so that we may work with Dan Pasek in reviewing the data and developing the board's goals for 2017-2018.
- f. **Legal and Governance Review:** Ms. Fitzmaurice reviewed the changes to the Teacher's Handbook, Personnel Handbook and Student Life Guide that Cliff Schneider of Cohen & Schneider provided. Mr. Giles questioned the addition of the addition of the social media policy in the Student Life Guide, and Ms. Fitzmaurice and the Board discussed the necessity of the policy to ensure appropriate and clear behavioral guidelines for students.

2. **Finance Committee**

Financial Review: Ms. Brown reported that there is that there is no monthly report during the summer due to lack of transactions since the beginning of the 2017-2018 fiscal year. She has been working on documents that need to be submitted to the external auditors - Fruchter, Rosen & Company. Mr. Brian spoke with Fruchter, Rosen & Company to discuss their questions and assist them with any the required documentation.

Technology Purchase Approval Memo: The Board reviewed recommendation for vendor selection on technology investment for 2017-18, which included three bids for the PA/bell system, 240 laptops with charging carts, twelve desktops for library and eight charging laptop carts. Ms. Fitzmaurice said the bids came in under the budget and described the administration's process for evaluating and recommending the selected vendor. Ms. Karaffa made a Motion to approve the recommendation for vendor selection on technology investment for 2017-2018. Mr. Brian seconded. All were in Favor.

3. **Board Development**

- a. **Re-nomination of Matthew Brian:** Ms. Karaffa made a Motion to approve the nomination of Mr. Brian as Trustee for another term for Northside Charter High School Board of Trustees. Mr. Giles seconded. All were in Favor.

- b. **Board Member Recruitment:** Ms. Redmond's application has been submitted to the Board. Ms. Redmond has said that she has a strong background in HR, recruitment, operations, management and facilities management and has worked supporting nonprofit boards. Ms. Karaffa asked the pending trustees to step out of the room to allow the Board to discuss. The three board candidates left the boardroom, so the Board could meet in executive session to discuss Ms. Redmond's application and Ms. Chin's and Ms. Moskowitz's interest in board candidacy. After the board candidates returned, Ms. Karaffa informed them that they will be interviewed by other board candidates prior to the Board voting on their applications.
- c. **Continuing Education:** Ms. Karaffa reported that Dan Pasek will be conducting the continuing education session focused on the role of a nonprofit board member and New York State High School educational requirements during the month of October.

4. Education and Accountability

Staffing: Ms. Curran updated the board on changes in staffing: two social studies teachers have chose to resign from their positions. The Board questioned Ms. Curran as to their reasoning to which she responded that it was for personal/family reasons. Ms. Curran reported that interviews for replacements have been scheduled for next week. Additionally, she reported that the School has hired one internal candidate (who was a graduate of Williamsburg Charter HS), and we hired a new English teacher. Special Education, Math and Earth Science still have vacancies. Also, Mr. Blackburn is leaving, but another current staff member will be promoted to replace him as Department Coordinator.

Enrollment is at 420 (we budgeted for 385). Ms. Brown said the reconciliation and per pupil were done. The Board discussed spacing issues, and Ms. Curran said that we need five sections for each class but space is an issue, but math and science were given five. Ms. Fitzmaurice said that this is a priority and included in the Strategic Plan. She said that she will speak with Mr. Pasek for advice.on next steps towards procuring a permanent space.

5. Next Meeting

September 19, 2017 at 6:00pm

6. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Giles was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
September 19, 2017
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Board Chair, *via video conference*
Douglas Giles, Trustee

Matthew Brian, Trustee
Willie Scott, Trustee

EXCUSED

Hammad Graham, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Mary Kenny, Minutes Transcriber
Emily Moskowitz, Board Applicant
Danielle Redmond, Board Applicant
Rizwan Alladin, Board Applicant

Jerrill Adams, Principal
Racquel Brown, Director of Operations
Nicole Jones, Development Manager
David Li, Board Applicant

The meeting opened at 6:00pm.

1. Executive Committee

- a. **Approval of Agenda:** Mr. Scott made a motion to approve the Agenda. Ms. Karaffa was second. All were in favor.
- b. **Approval of August Board Minutes:** Mr. Brian added the word “of” to Page Two, #2, Last Sentence, to read: “Mr. Brian spoke with Fruchter, Rosen & Company to discuss their questions and assist them with any of the required documentation. Mr. Scott made a motion to approve the August 2017 Minutes with update. Mr. Brian was second. All were in favor.
- c. **Executive Director Report: Strategic Plan Update**
Ms. Fitzmaurice distributed highlights of the Strategic Plan:
 - Improving academic outcomes with continuous, data-driven improvements in curriculum and instruction, keeping fantastic staff and fostering a high-achievement environment.
 - Fostering a nurturing culture by strong student supports in school, parent engagement and restorative practices.
 - Building a strong foundation with being financially sound and in compliance, having strong Board oversight and by increasing capacity through friend and fundraising, which Ms. Jones has begun working on by creating a pitch deck for school events and meeting with Madison Square Garden/Liberty reps.
- d. **Board Evaluation**
Ms. Karaffa said in keeping with Board governance policies, the oversight of our four committees will analyze the strategic initiatives and report out at the following meeting. Ms. Fitzmaurice’s evaluation was reviewed by Ms. Karaffa and Ms. Fitzmaurice and they developed her goals for 2017-2018, which

are in line with the strategic plan. The Board is finalizing its 2016-2017 self-evaluation, and will be reviewing with Pasek Consulting in setting its goals with 2017-2018.

2. Finance Committee

a. Financial Review

Since the school year just started, there is no monthly report. Ms. Brown requested permission from the Board to remove Ms. Curran's name as a signatory and add Mr. Adams' name.

- Ms. Karaffa made a motion to add Mr. Adam's name as a signatory. Ms. Scott seconded. All were in favor.

CSBM is preparing financials for the October meeting and awaiting legal confirmation before presenting financial statements for audit.

b. Proposal for new Math Coach Position

Ms. Fitzmaurice reported she and Mr. Adams have discussed ways to improve math scores and determined the need to add a Math Coach who would push into classes as well as do tutoring on Wednesdays. The budget would be a base salary of \$45,000. The Board discussed assessment of incoming students, adding pre-algebra classes and Ms. Fitzmaurice said students already receive a companion course to support them without being stigmatized. Next summer, the school will incorporate a freshman boot camp and workshops for parents. Ms. Karaffa asked Ms. Fitzmaurice to provide the Board with a memorandum on the current status of confidential human resource matters.

- Mr. Scott made a motion to approve the Math Coach Position. Mr. Brian seconded. All were in favor.

3. Board Development

a. Board Member Recruitment

Ms. Karaffa reported on the significant progress on trustee recruitment, and welcomed and introduced the candidates. The Board candidates left the room for the Board to discuss their candidacies and applications.

- Mr. Scott made a Motion to approve the candidacy of David Li as Trustee of Northside Charter High School Board. Ms. Karaffa seconded. All were in Favor.
- Ms. Karaffa made a Motion to approve the candidacy of Emily Moskowitz as Trustee of Northside Charter High School Board. Mr. Scott seconded. All were in Favor.
- Ms. Karaffa made a Motion to approve the candidacy of Danielle Redmond as Trustee of Northside Charter High School Board. Ms. Karaffa seconded. All were in Favor.

Ms. Karaffa said that Rizwan Alladin has in the process of completing his application and interviews with other trustees.

The Board candidates returned to the Board Meeting. Ms. Karaffa congratulated them and officially welcomed them to the Board, pending official New York State Education Department approval. She said they bring diverse backgrounds to the School, and the Board will now submit their applications to the NYSED. The new candidates will undergo onboarding to prepare them for Board service.

b. Continuing Education and Orientation

The Board's continuing education session will be scheduled to include the new Board candidates for a deep dive on NYS education requirements and proactive governance standards for effective oversight. Dan Pasek will be leading the session on high school requirements on roles. Ms. Karaffa will confirm the date based on the trustees' availability.

4. Education and Accountability

Mr. Adams shared his perspective on his first weeks at Northside and said the students are great kids and he is extremely happy to be here. He has enjoyed working with the staff and shared his ideas on improving our pedagogical skills so that students can improve their skills. He explained his thoughts on school-wide instructional priorities: scaffold instruction for struggling learners, provide modifications for students with disabilities, differentiate instruction by content, process, product or interest and plan rigorous learning tasks aligned to students' Zone of Proximal Development so we can assess their gaps and strengths. Mr. Giles discussed the Board's long-term vision of what the school could be and that the administration is executing on that vision.

5. Next Meeting

October 10, 2017 at 6:00pm

6. Adjournment

Mr. Brian made a Motion to adjourn the meeting. Mr. Giles was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
October 10, 2017
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Board Chair, *via skype* Hammad Graham, Trustee, *via skype*
Douglas Giles, Trustee

EXCUSED

Matthew Brian, Trustee; Willie Scott, Trustee

GUESTS

Lori Fitzmaurice, Executive Director Jerrill Adams, Principal
Mary Kenny, Minutes Transcriber Racquel Brown, Director of Operations
Emily Moskowitz, Board Applicant Li'Esha Garcia, CSBM
Danielle Redmond, Board Applicant David Li, Board Applicant

The meeting opened at 6:15pm.

1. Executive Committee

a. Approval of Agenda

Audited FS Draft was added under #2. Fundraising Review and Dashboard for September were moved to #4. Also, change “August” to “September” in #1, b. Ms. Karaffa made a motion to approve the Agenda. Mr. Giles was second. All were in favor.

b. Approval of September Board Minutes

Ms. Karaffa made a motion to approve the September 2017 Minutes. Mr. Giles was second. All were in favor.

2. Financial Review

a. Financial Review, July – September

Ms. Garcia reported to the Board. Revenue: \$131,372 variance due primarily to increased Sp Ed FTE and Title II funding. Expenses: \$48,562 overage due primarily to higher replacement salaries, salary increases and additional hire not budgeted. Surplus: \$138,000. Ms. Fitzmaurice discussed personnel issues. She explained that we hired a new math coach and needed to use sub services to fill open positions. Ms. Brown explained that we needed to re-submit our Per Pupil and now owe \$39,000. The DOE instructed her to reach out to our authorizer since this is in conflict with the past. Ms. Fitzmaurice mentioned that we have a commitment for \$1,000 for our ad buys and should see that revenue soon.

b. Bank Signatures – Update

Ms. Brown reported that she and Ms. Curran will visit the bank together to update the signatures.

c. Audited FS Drafts

Ms. Garcia said that she contacted the auditors regarding the new Per Pupil amount and they will send us a new draft. Otherwise, the audit is complete. The Board will review and give a final vote.

3. Board Development

a. Applications: D. Redmond, E. Moskowitz, D. Li

Ms. Karaffa reports the applications for David Li, Danielle Redmond, and Emily Moskowitz were submitted to the State.

b. Candidates in Consideration

Ms. Karaffa said we have Deangeor Chin’s full application tonight for vote. After interviewing with the Board and receiving full favor, Ms. Karaffa made a motion to approve Ms. Chin’s application. Mr. Giles seconded. All were in favor.

Rizwan Alladin’s application was received and circulated to the Board. Now, the Board needs to interview.

c. Board Retreat Education Session

Mr. Pasek’s consultant will present a session on November 14th before the Board Meeting on high school requirements for roles and responsibilities of charter board trustees. It will be a deep dive into education requirements and governance standards, which will initiate the new members.

4. Education and Accountability

a. Education Update

Mr. Adams spoke to the Board and said we are making strides in developing the staff. Every Wednesday, Operations meet with Ms. Brown and teaching staff meet with Ms. Curran and Mr. Adams. He is focusing on scaffolding instruction, daily lesson plans, differentiation strategies and he feels the results are positive. The school now has an assistant principal on board Monday through Friday who has ten years’ experience in the teaching field, as well as being a former attendance teacher and dean. Ms. Fitzmaurice mentioned that Mr. Adams has done a phenomenal job covering all areas in the first month and is proud to see how the team is working on changes to make this school great. The next project will be to put in place proper assessments to see how students are achieving. The Board discussed different ways to accomplish this.

b. Fundraising

Ms. Fitzmaurice spoke about the open vacancies and said she would like to build from within to fill the special education positions. She is focusing on selling the ad program to local businesses and working on three grants. She said the Madison Square Garden Liberty meeting was moved to next Thursday. Ms. Fitzmaurice is also working on the web site and would like headshots and bio’s on the trustees.

c. Dashboard For September

Enrollment: 422. Detention: 37 in September. Suspensions: 4. Ms. Fitzmaurice said that electronics continue to be an issue.

Highlights: National Honor Society will have an induction ceremony with more students than ever participating. Progress reports will be given next week and “Students of the Month” were announced. We will have a senior meeting with parents and a school-wide assembly on anti-bullying. Also, we had our first annual Family BBQ.

5. Next Meeting

November 14, 2017 at 6:00pm

6. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Giles was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
November 14, 2017
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Board Chair
Douglas Giles, Trustee
Emily Moskowitz, Trustee
David Li, Trustee

Hammad Graham, Trustee
Willie Scott, Trustee
Danielle Redmond, Trustee

EXCUSED

Matthew Brian, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Mary Kenny, Minutes Transcriber
Deangeor Chin, Board Applicant
Rizwan Alladin, Board Applicant

Jerrill Adams, Principal
Racquel Brown, Director of Operations
Li'Esha Garcia, CSBM

The meeting opened at 6:05pm.

1. Executive Committee

a. Approval of Agenda

Mr. Scott made a motion to approve the Agenda. Ms. Karaffa was second. All were in favor.

b. Approval of October Board Minutes

Mr. Scott made a motion to approve the October 2017 Minutes with updates. Ms. Karaffa was second. All were in favor.

2. Financial Committee

a. Financial Review

Ms. Garcia reported to the Board on current financial status. The current variance is due primarily to increased GenEd and SpEd FTE and Title II funding. Overage in expenses are due primarily to higher replacement salaries and additional hire that was not originally not budgeted. Total expenses decreased by \$45,000, and the expected year-end surplus is \$412,000.

b. Bank Signatures – Update

Ms. Brown reported that the bank signatories are now updated adding Mr. Adams and removing Ms. Curran from all bank accounts. Ms. Brown, Ms. Garcia, and the Board discussed the utilization of the new electronic check payments, and will use it for predictable expenses where the timing of processing of the electronic checks can be managed.

c. Audited FS Drafts

Ms. Karaffa reported the Finance Committee reviewed the audit results with Fruchter Rosen. The audit was clean with no opinion, and all associated documents were circulated to the full board. m

3. Board Development

a. Board Member Recruitment

The Board discussed potential candidates who have contacted Ms. Karaffa with interest in serving. The Board discussed its goal of having 9 to 10 members within its authorized maximum number of trustees at 15.

b. Applications: Dangeor Chin; Rizwan Alladin

Mr. Rizwan Alladin left the Board meeting to allow the Board to discuss his application in executive session. Ms. Karaffa made a motion to approve Rizwan Alladin as Trustee to Northside Charter High School Board of Trustees. Mr. Graham seconded. All were in favor. Ms. Alladin return to the meeting, and Ms. Karaffa congratulated Mr. Alladin on the Board's approval of his application.

Ms. Chin's application is being submitted to NYSED for approval after last month's approval by the Board.

Committee Assignments: The Board is finalizing formal committee assignments, and Ms. Karaffa will speak to each Trustee individually about committee assignments.

Board Education Session and New Member On-Boarding: Ms. Karaffa recapped the day's education session and on-boarding retreat. The Board did a deep dive into governance standards and best practices and New York State education requirements. They discussed having a future education session on financial statements and financial oversight.

4. Education and Accountability

a. Education Update

Mr. Adams updated the Board: Observations have all been completed in line with the Danielson Framework and key areas for feedback are lesson planning, managing student behavior, culture for learning, engaging students in learning, assessments and professional growth. He spoke about seeing the quality of teacher questions, appropriate wait time and student to student discussion. The Board questioned Mr. Adams regarding the effectiveness of the evaluation framework and feedback process, and Mr. Adams said he is creating a narrative to see growth and improved effectiveness for each teacher. Ms. Karaffa requested Mr. Adams collect data showing the correlation between positive teacher growth and student achievement. Ms. Fitzmaurice reported on the culture change on lesson planning from the beginning of the year to now and that daily observations are welcomed and teachers now know this is a safe environment for growth. The Board discussed the math and science department, and efforts to raise expectations in order to become a great school.

b. Dashboard

Ms. Fitzmaurice reviewed data on GPAs, enrollment, attendance and discipline. She said fostering a nurturing culture by creating a restorative environment is crucial. Induction into the Honor Society will be held in February, and Students of the Month are selected and posted to celebrate student achievement. The Honors' list will be posted in February.

Ms. Redmond led a discussion regarding Ms. Fitzmaurice's memorandum to the Board regarding hiring the permanent substitute as a full staff member. Ms. Fitzmaurice and Ms. Brown discussed the staffing agency's fee, and how Ms. Brown negotiated it from 20% down to 10%. Ms. Karaffa advised that since the new staff member's salary is within the budgeted amount for that position, and the 10% fee is within the amount budgeted for recruitment, no Board action is required, but noted the positive efforts of transparency by the administration into staffing matters.

c. Fundraising Update

Ms. Fitzmaurice discussed goals of building a donor base and the development manager's role in those efforts. She reviewed the fundraising kit with the Board. She spoke about how the Board can be

involved: Year End Campaign, investing in Brooklyn youth with various events through the year like the NBA Liberty celebrity coach basketball game. The goal for the basketball event is to raise \$12,000 net.

5. Next Meeting

December 12, 2017 at 6:00pm

6. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Graham was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
December 12, 2017
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Board Chair
Willie Scott, Trustee
Emily Moskowitz, Trustee
David Li, Trustee

Hammad Graham, Trustee
Rizwan Alladin, Trustee
Danielle Redmond, Trustee
Deangeor Chin, Trustee

EXCUSED

Douglas Giles, Trustee; Matthew Brian, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Mary Kenny, Minutes Transcriber
Li'Esha Garcia, CSBM
Lotionia Dalhouse, Teacher
George Blair, School Safety

Jerrill Adams, Principal
Racquel Brown, Director of Operations
Scott Boynton, Teacher
Michael Rock, School Safety
Marissa Lipovsky, Teacher

The meeting opened at 6:04pm.

1. Executive Committee

a. Approval of Agenda

Mr. Scott made a motion to approve the Agenda. Mr. Graham was second. All were in favor.

b. Approval of November Board Minutes

Mr. Scott made a motion to approve the November 2017 Minutes with updates. Mr. Graham was second. All were in favor.

c. Executive Director Mid-Year Review and Culture Assessment

Ms. Karaffa will send out a Google Assessment Form for the Trustees to fill in to start the mid-year review of the Executive Director. In addition, Ms. Karaffa and Ms. Fitzmaurice have discussed a way to foster the positive culture of the school in accordance with the strategic plan and will do a culture survey of staff that includes feedback for multiple members of the administrative team and provide the feedback to the Board. The survey will include a host of topics to give a wider picture to reflect and evaluate.

d. NYSED Strategic Plan Memorandum and Strategic Plan Narrative

Ms. Karaffa asked the Board to review the Strategic Plan Narrative and submit any comments by Thursday as she would like to send it out by Friday. Ms. Fitzmaurice said the Narrative is tied to NYSED standards' ten benchmarks and reviewed our objectives and initiatives. Ms. Karaffa commented that this document will help support our next charter renewal as we take their feedback into consideration.

2. Financial Committee

a. Financial Review for November 2017

Ms. Garcia reported to the Board.

Expenses: The fluctuation is around personnel vacancies and in December we will have a true picture of instructional salaries.

Revenue: Special Education increased with \$114,000 change. Surplus: \$520,000. Our 990 Tax Form was officially submitted on time.

Ms. Fitzmaurice said the vacancies are being aggressively recruited and she commended the team that stepped up to help.

3. Board Development

a. Board Member Recruitment/ Applications: Deangeor Chin; Rizwan Alladin

Ms. Karaffa said we've met our goal of 9-10 members and Ms. Brown announced that Ms. Chin and Mr. Alladin's applicants have just been approved.

b. Board Education Sessions

Ms. Karaffa discussed future education sessions. She would like to set a date for a two-hour session on deep dive into financial statements and financial oversight. Another session she would like the Board to attend is Development for Charter School Boards on Tuesday, Jan. 16 at the NYC Charter School Center.

Ms. Karaffa urged the Trustees to give Ms. Fitzmaurice a head shot and short bio for the web site.

c. Administrative Team Succession Planning

Ms. Karaffa spoke about planning a framework for team members to develop a succession plan. Ms. Fitzmaurice spoke about how the Strategic Plan is a best practice and having Danielle's input was vital. The draft will benefit all employees and help develop their careers and develop the team. She said that staff retention is one of our goals.

d. Committee Assignments

Ms. Karaffa reviewed the various committee assignments and said that staff liaisons will help support the teams.

4. Education and Accountability

a. Strategic Plan Implementation Update & Education Update – Lori Fitzmaurice and Jerrill Adams

Mr. Adams updated the Board: Professional Development has revolved around activities on scaffolding instruction to meet students at different levels of learning and he's seen some great work on lesson planning with goal being increased rigor across disciplines. He said we welcomed 12 new teachers and will implement a buddy system to pair them with veteran teachers which could allow them to learn how to build relationships with students. Half of the formal observations have been completed.

b. Dashboard

Ms. Fitzmaurice reviewed and said that our SpEd and ELL population's GPA has dropped and we are keeping our eye on this by supplying interventions. Sophomores and seniors are showing difficulty as well. Tutoring is being offered for at-risk students on Wednesdays to prep for the upcoming January Regents.

She spoke about discipline measures and said that we are seeking training on restorative practices for staff, guidance and security. The Board discussed suspensions, which Ms. Fitzmaurice said is running slightly above this time last year. The school has implemented senior town hall meetings which offer student-to-student peer intervention.

c. Fundraising Update

Ms. Fitzmaurice said our small goal was \$5,000 by the new year of which \$1,500 is secured. Tomorrow is the meeting with MSG and she urged the Board to broadcast to their peers that they can donate through Razoo. Ms. Fitzmaurice said that she will be working over the break on writing grants and has 238 potential foundations, both corporate and private.

5. New Business

Citizens of the World Charter School on the third floor lost their charter and will be closing in June. The Board discussed the ramifications of the closing and asked how to advocate for more space.

5. Next Meeting

January 9, 2018 at 6:00pm

6. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Scott was second. All were in favor.

**Northside Charter High School
Board of Trustees Meeting
January 9, 2018
Minutes**

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Chair, *via Webex*
Rizwan Alladin, Trustee, *via Webex*
Emily Moskowicz, Trustee
David Li, Trustee

Douglas Giles, Trustee
Deangeor Chin, Trustee
Danielle Redmond, Trustee

EXCUSED

Willie Scott, Trustee; Hammad Graham, Trustee; Matthew Brian, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Mary Kenny, Minutes Transcriber
Li'Esha Garcia, CSBM
Nicole Jones, Staff
Samantha Marsala, Staff

Jerrill Adams, Principal
Racquel Brown, Director of Operations
Rochelle Brown, Staff
Lotionia Dalhouse, Staff

The meeting opened at 6:15pm.

1. Executive Committee

a. Approval of Agenda

Ms. Karaffa made a motion to approve the Agenda. Mr. Giles was second. All were in favor.

b. Approval of December Board Minutes

Revise:

- Page 1, list names of staff members present for meeting.
- Page 2, first paragraph, "990 Tax Form has been submitted."
- Page 2, #4, b, change number from 13 to 12.
- Page 2, #4, b, remove word "all" from last paragraph.

Ms. Karaffa made a motion to approve the December 2017 Minutes with updates. Mr. Giles was second. All were in favor.

c. Executive Director Mid-Year Review and Culture Assessment

i. Executive Director Mid-Year Review: Ms. Karaffa reported the Executive Director Mid-Year Review will be distributed to the trustees and Ms. Fitzmaurice's direct reports during late January/early February.

ii. Culture Assessment: Ms. Karaffa reported she received the responses to the culture survey and she and other Board members finished all interviews. She will be compiling the results and distributing them to the Board, which will be used to align action plan with strategic priorities and goals. The feedback will be shared with Ms. Fitzmaurice in an aggregated and anonymized report to protect the anonymity of everyone who completed the culture survey.

2. Financial Committee

a. Financial Review for December 2017

Ms. Garcia reported to the Board on the school's financial status.

Revenue: We received the IDEA payment, which was \$18,000 over the original budgeted amount.

Expenses: Personnel expenses decreased by \$50,000 due to open vacancies. Administrative expenses increased; sub services increased; staff recruitment increased.

The current estimate is that we will end the year with a surplus of \$567,000. Ms. Garcia told the Board that she is always available to address any questions or concerns.

3. Board Development

a. Board Member Recruitment/ Board Education Sessions

Ms. Karaffa informed the Board that Mr. Alladin will attend the session on Development for Charter School Boards on January 16 at the NYC Charter School Center and offered other trustees the opportunity to attend.

The Board will be holding a Board education session on financial oversight during February. This session would provide trustees a deep dive on the Board's financial oversight and responsibilities. Ms. Fitzmaurice will coordinate dates with CSBM. The Board also will plan sessions for each committee.

b. Administrative Team Succession Planning

Ms. Fitzmaurice has started drafts of the succession plans for key administrative team members, and has shared them with Ms. Karaffa and Ms. Redmond for review and comment. Ms. Fitzmaurice has reached out to other charter school leaders for examples of their succession plans.

4. Education and Accountability

a. Education Update – Jerrill Adams

Mr. Adams reported that classes are preparing for final exams with Regents following a week later. Finals will be aligned to Regents and include projects and essays. Teachers were asked to submit their finals in advance for review. The team is preparing student schedules for second semester. The Board discussed how finals will help prepare students for Regents and Ms. Karaffa requested a list of classes that are aligned to Regents. Mr. Adams said that January Regents are usually make up tests for students who previously failed them, and some seniors need these to graduate. Students have been urged to attend the last tutoring session tomorrow.

Mr. Adams reviewed student achievement data. Freshmen are averaging an 80 GPA. Significant efforts are being put into math and science. Mr. Alladin asked if there is a course catalogue for the Board to review, and Ms. Fitzmaurice responded that this is part of our strategic work this year: to gather existing materials into a catalogue format. Mr. Adams explained that finals are 40 percent of grade and Regents aren't counted into GPA. Ms. Karaffa asked that course catalogue and the curriculum guides be distributed to this committee for review at an upcoming committee meeting.

Mr. Adams reported that winter PD will focus on increasing rigor and depth of knowledge by allowing students to self-assess and receive feedback. Ms. Karaffa requested an outline of the completed and scheduled professional developments be presented to this committee.

b. Strategic Plan Implementation Update – Lori Fitzmaurice

Dashboard Questions

Ms. Fitzmaurice reported that a new HR Director has been hired and will start on Tuesday. Ms. Fitzmaurice updated the Board on other staff openings in Chemistry and Algebra II.

Ms. Fitzmaurice reviewed students' average GPA and said our continuing concern is the ELL population who continue to struggle in math and social studies. PSAT scores were reviewed and the Board discussed how scores grow from 9th grade through 12th grade and strategies to improve academic outcomes through programming, such as, 9th grade boot camp. Also, the Board discussed student recruitment strategies with Ms. Fitzmaurice.

The Board reviewed restorative practices and was told that the team will visit other schools that have successfully lowered their suspension rates and will use the data to make changes to the Student Life Guide. Cell phones continue to cause problems in the school and the Board discussed strategies to deal with the issue. The Admin team currently does sweeps through the building.

c. Fundraising Update

Ms. Fitzmaurice said Ms. Jones is doing work on ad sales and underwriting for the spring event and requested that Board members to reach out to colleagues for support in our other fundraising events. Ms. Jones's goal is to start to create a buzz around Northside and asked the Board to provide her any recommendations. Mr. Alladin asked for an update on grants and Ms. Fitzmaurice said she had submitted one application in December and is working on an ESSA grant due in February. Ms. Jones is working with Mutual of America and other potential sponsors for NCHS events.

d. Other School Updates

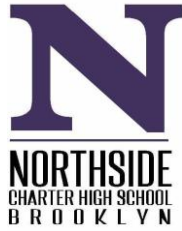
- The Winter Play will take place on February 2.
- Students from the choral group and yoga group will perform in Albany during Charter Advocacy Day.
- A Greece trip is being planned by our two Latin teachers.
- Ms. Brown updated the Board regarding litigation surrounding a November 2, 2015 incident at a basketball game in which the coach from the other team is suing. They are going to mediation on Monday. She said that some staff already went to a deposition and she said she uploaded the documents on the google drive.

6. Next Meeting

February 13, 2018 at 6:00pm

7. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Giles was second. All were in favor.



Northside Charter High School
424 Leonard Street
Brooklyn, NY 11222
(347) 390-1273
www.northsidechs.org

**Northside Charter High School
Board of Trustees Meeting
July 11, 2017**

Present: Hammad Graham, Trustee
Douglas Giles, Trustee
Matthew Brian, Trustee
Kaley Childs Karaffa, Board Chair via video conference
Suzanne Curran, Principal
Racquel Brown, Director of Operations
Lori Fitzmaurice, Executive Director
Li'Eisha Garcia, CSBM

Guests: Rizwan Alladin
Danielle Redmond

Excused: Willie Scott

Meeting called to order at 6:06PM.

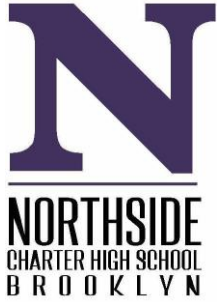
1. Executive Committee Report

- a. Approval of Agenda: Ms. Karaffa made a motion to approve. Mr. Giles seconded. All were in favor.
- b. Approval of June Board Minutes: Mr. Giles made a motion to approve. Ms. Karaffa seconded. All were in favor.
- c. Strategic Plan - Update: Ms. Fitzmaurice reviewed the timeline with the Board. The Board discussed the metrics and data and how that will be reviewed with the Board on a monthly basis. Ms. Karaffa requested that the Board work with Lori to separate the review of the areas of the strategic plan implementation and tracking and assign to specific board members and committees for continuing oversight.
- d. Principal Search: Ms. Fitzmaurice updated the Board on the status of the principal search: selection committee structure including board oversight of final candidates; first interview today; 10 viable candidates; highlighted characteristics of candidates and search committee structure. Ms. Curran reported that Mr. Davila resigned from his role as Assistant Principal. Mr. Graham led the Board in questioning Ms. Curran and Ms.

Fitzmaurice in how the search for the new assistant principal will be carried out with the principal search and how this impacts our strategic plan and organizational structure. Ms. Curran emphasized the importance of the positive role between the principal and assistant principal, and how large of a role the principal should play in selecting the assistant principal.

- e. Administration Evaluations: Ms. Fitzmaurice sent the evaluations and analysis for Principal and Director of Operations to the Board.
 - f. Executive Director Evaluation
 - i. Results: Ms. Karaffa reported that once all responses from Board members and staff for the 360 degree evaluation of Ms. Fitzmaurice are received, she will circulate the anonymized report to the Board and Executive Director for review, and
 - ii. Approval of form and process for 2017-2018: Ms. Karaffa made a motion to approve the evaluation form and process with a mid-year review and year-end review. Doug seconded. All were in favor.
 - g. Board Evaluation: Ms. Karaffa reported that she will be sending out the Board Self-Assessment to the Board later this week. The results will be aggregated and reviewed by Dan Pasek and form the basis for the Board's goals and agenda for 2017-2018.
 - h. Legal and Governance Review (to be reviewed by Board post July Board meeting)
 - i. Bylaws
 - ii. Personnel Handbook - Ms. Fitzmaurice reported that New York State laws have updated requirements for interviewing (no longer asking for current salary) and benefits (required family medical leave deduction from payroll in 2018) that will be reflected in the Personnel Handbook.
 - iii. Student Life Guide - Ms. Fitzmaurice reported that the consequence matrix being reviewed by the Restorative Justice Committee for implementation of more restorative practice to reduce out of school time.
 - iv. Teachers' Handbook
 - v. Code of Ethics
 - vi. Financial Policies and Procedures
2. Finance Committee
- a. Financial Review – June Financials: Ms. Garcia reported that we are due to end the year with a \$610k surplus, with personnel, tuition reimbursement, and other items running under budget. The Audit will begin with remote work beginning in August. The Annual Report is due August 1; trustees were asked to provide their Financial Disclosure form prior to that date.
3. Board Development
- a. Board Member Recruitment: Ms. Karaffa introduced two candidates for Trustee present tonight: Rizwan Alladin and Danielle Redmond. Mr. Alladin and Ms. Redmond introduced themselves and gave a brief history of their professional backgrounds and interest in board service. Ms. Karaffa reported that she has spoken with five other candidates, and will be introducing them to other Board members for interviews.

- b. Continuing Education and Orientation: Pasek Consulting will provide a web-based refresher and on-boarding orientation to Charter School oversight for all trustees in October.
 4. Education and Accountability
 - a. Education Update
 - Graduation Data : NCHS internal rate: 95% (vs. 85% in 2016); official number may be less due to four “ghost” students who no longer attend, but are still officially recorded on ATS. 80 of 84 students graduated; 11% with Advanced Regents diplomas; 71% with Regents diplomas. 90% were accepted to 2 or 4 year colleges with two students entering the armed forces.
 - College Acceptances: Ms. Curran reported on the college acceptances for students.
 - June Regents Data -- Mr. Giles questioned strategies to address low math and science scores; Ms. Curran explained that we will double math periods for some students and standardize use of an online based math curriculum across subjects to increase common language.
 - b. Dashboard & Fundraising Review
 - i. Academics: Ms. Fitzmaurice reported that GPAs remained in 80s for year end, with math being the lowest, which prompted brainstorming and planning for 2017-2018.
 - ii. Discipline: Ms. Fitzmaurice reported the final suspension rate for 2016-2017 was 15%, which was similar to 2015-2016.
 - iii. Fundraising: Ms. Fitzmaurice reported she has narrowed the candidates to the finalist for Development Manager position, and that she will have them speak with Mr. Brian as the last step in the interview process.
 5. Next Meeting: August 8, 2017 at 6PM
 6. Motion to Adjourn Meeting at 7:33PM by Mr. Giles. Mr. Brian seconded. All were in favor.



Northside Charter High School
Board of Trustees Meeting
March 20, 2018
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

Present:

Kaley Karaffa, Chair (*via video conference*)
Rizwan Alladin, Trustee (*via video conference*)
Danielle Redmond, Trustee
Matthew Brian, Treasurer
Emily Moskowitz, Trustee
Doug Giles, Vice Chair
Hammad Graham, Secretary

Excused:

David Li, Trustee
Deangeor Chin, Trustee
Willie Scott, Trustee

Guests:

Lori Fitzmaurice, Executive Director
Racquel Brown, Director of Operations

1) Executive Committee

- a) **Approval of Agenda.** Ms. Karaffa made a motion to approve the agenda. Mr. Giles seconded. All were in favor.
- b) **Approval of February Board Minutes.** Ms. Karaffa made a motion to approve agenda. Mr. Brian seconded. All were in favor.
- c) **Executive Director Mid-Year Review.** Ms. Karaffa reported that one trustee is outstanding. The Board discussed providing the trustee through the weekend to complete, so results can be reviewed and analysis including action plan created and shared with Ms. Fitzmaurice.
- d) **Management Consultant Update.** Ms. Fitzmaurice reported that Muhammed Chaudhry spent the day with the School on the March 9th, including time with the administrative team, department coordinators, and one on one with Lori. Ms. Fitzmaurice has planned to visit three charters in California that Mr. Chaudhry has introduced her to, which will provide insight into the operation of high-performing charters. The administrative team is reviewing strategic initiatives against information on best practices. Mr. Chaudhry will be reaching out to the board members for one on one conversations. The contract is being finalized, and

Ms. Karaffa requested that Ms. Fitzmaurice circulated it to herself, Ms. Chin, and Mr. Li for review prior to execution.

2) Finance Committee

- a) **Financial Review For February 2018.** Mr. Brian reported that the Finance Committee reviewed the financial statements during the March meeting and that projections are stable. The per pupil opens on March 21, and changes may come in per pupil amounts. The current projected surplus is approximately \$717,000 projected.
- b) **Budget.** Ms. Fitzmaurice reported the target date is March 26 for draft budget to Finance Committee. Per earlier discussions with the Board and Finance Committee, the budget is being designed strategically around being on par with DOE salaries for staff and for making impact in scores and achievement. Ms. Fitzmaurice had a conversation with Dan Pasek about better allocation of funds, and his perspective was investment in people is most important and impactful. Ms. Moskowitz questioned and led the discussion on utilizing funds to target problem areas such as Math/Science and including more creative and practical application math programs (coding, etc).
- c) **Surplus.** Mr. Alladin presented an idea that was discussed at the Finance Committee meeting in March wherein we allocate some percentage of the surplus each year to additional educational expenses to help improve in more creative ways. Ms. Moskowitz discussed the idea of balancing goals of buying a building versus being creative in utilizing current funds. The Board determined to have the Finance Committee continue considerations of this idea through ongoing budgeting discussions.

3) Board Development

- a) **Board Education Sessions:**
 - i) **Board Fundraising Session - March 15, 2018.** Mr. Alladin led recap of training. Mr. Giles reported that the session helped give board members information on how to talk to donors. Ms. Karaffa discussed the goal of using continued conversations with the board and Executive Director and development staff to develop a fundraising strategy on an ongoing basis. The Board discussed goals of creating stories of our programs and their impact and the deficits we're addressing.
 - (1) Mr. Alladin questioned the School's involvement in advocacy. Ms. Fitzmaurice discussed the fact that the staff does not currently have bandwidth for advocacy, but she will look for opportunities in our outreach to advocate for charter support. The Board discussed ideas in incorporating advocacy in bringing in policy leaders to our current programs and initiatives to both give us ideas and to

promote us publicly for positive reputation and building donor base.

(2) Mr. Giles requested that the Board Development Committee schedule a follow up fundraising session for short and long term impact ideas.

ii) **Annual Strategy Session.** Ms. Karaffa reported that the Annual Strategy Session tentatively planned for August 14 and that Muhammed Chaudhry and Dan Pasek will be invited to join to lead discussions over progress against the strategic plan and charter goals. The Board will plan to discuss what expansion looks like and what funding options for expansion for both space and programming.

b) Administrative Team Succession Planning Update

i) **Administrative Team Succession Plans.** - Ms. Fitzmaurice reported she is scheduling continued focus on the succession plans for April with Mr. Feliciano to gain benefits of his expertise. She is also looking at succession planning and development for compensation from staff. Ms. Karaffa requested she bring in the board to this discussion if there will be a change in philosophy of compensation to a lock step system closer matching to DOE while retaining the board's performance based compensation. The Board and Lori discussed competition in retention of talent. The Board and Ms. Fitzmaurice discussed how to evolve the evaluation process continuing to utilize the Danielson framework for observations, but improving it to involve staff creating goals and giving feedback and increasing buy-in of the staff in the evaluation process. Ms. Fitzmaurice thinks she can have a change to the process implemented for the 2018-2019 school year.

4) Education and Accountability

a) Education Update

- i) Ms. Fitzmaurice reported that two interviews have been done for principal, and she expects more will come in April when better candidates are available.
- ii) Ms. Fitzmaurice reported that the staff submitted their "Intent to Return" forms, and that based on their responses, she expects retention rate to be higher; two staff members. are known to be leaving due to relocation.
- iii) **Science Assessment.** Ms. Fitzmaurice reported two teachers' students' grades were below acceptable level to expect positive June Regents outcomes; each department is projecting Regents exam performance. The Administrative Team i working with those teachers on strategies to close gaps.

- iv) **Lottery.** Ms. Fitzmaurice reported the lottery is April 9 and that applications are outpacing last year by about 40 and that most applications come from family referrals and then from feeder middle schools. The Board suggested looking at how we partner with feeder schools to develop stronger relationships (programming ahead of recruitment season).

b) Strategic Plan Implementation Update

- i) **Dashboard Questions.** The Board reviewed the dashboard.

- ii) **Fundraising Update**

- (1) **April Event.** Ms. Fitzmaurice is working with Ms. Jones on pricing for VIP event afterwards. She reported that they still need a celebrity to start building the team. The Board discussed their focus of selling tickets and sponsorship packages. Ms. Fitzmaurice will create a new eventbrite link for game-only tickets so the sponsorship page is a separate link to share with prospects.
- (2) The Board requested Ms. Fitzmaurice and Ms. Jones to draft 3-4 distinct programs that need funding for board members to use with potential donors.

5) **Next Meeting:** April 10, 2018 at 6PM

6) **Motion to Adjourn Meeting.** Ms. Karaffa made motion to adjourn. Mr. Graham seconded. All were in favor.

Northside Charter High School
Board of Trustees Meeting
April 10, 2018
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Chair, <i>via video conference</i>	Willie Scott, Trustee
Deangeor Chin, Trustee, <i>via video conference</i>	Rizwan Alladin, Trustee
Emily Moskowitz, Trustee	Douglas Giles, Trustee
David Li, Trustee, Trustee	

EXCUSED

Danielle Redmond, Trustee
Matthew Brian, Trustee
Hammad Graham, Trustee

GUESTS

Lori Fitzmaurice, Executive Director	Suzanne Curran, Principal, I.A.
Mary Kenny, Minutes Transcriber	Nicole Jones, Staff
Charlie Russell, CSBM	Kevin Darnowski, Parent
Luz Gonzalez, Parent	

The meeting opened at 6:18pm.

1. Executive Committee

a. Approval of Agenda

Mr. Scott made a motion to approve the Agenda. Ms. Karaffa was second. All were in favor.

b. Approval of March Board Minutes

Ms. Karaffa asked CSBM to clarify the projected surplus amount of approximately \$477k mentioned in the Financial Review. Mr. Russell said that it was reported in January to be \$567,000 and in February as \$700,000. As of this month, it will be \$655,000. Ms. Karaffa made a motion to approve the March 2018 Minutes. Mr. Scott was second. All were in favor.

c. Executive Director Mid-Year Review

Ms. Karaffa said that the Executive Director's Mid-Year Review has been circulated to the Board and Ms. Fitzmaurice. The Executive Committee discussed the results and reported that they are on track to where we expect Ms. Fitzmaurice's performance to be based on our goals set forth at the end of last year. Further the results were shared with Mr. Pasek and Mr. Chaudhry who are using the results to guide their work with the administrative team. Ms. Fitzmaurice said that the evaluation tool is extremely helpful and provides useful insights.

d. Management Consultant Update

Ms. Karaffa explained that Muhammed Chaudhry is working with Ms. Fitzmaurice and the administrative team to promote team building, strong leadership practices and helping in the transition period while the new principal search is conducted. He has completed interviews with the Board members and will be providing feedback to Ms. Karaffa and Ms. Fitzmaurice. Ms. Fitzmaurice said that over the spring break, Mr. Chaudhry connected her with educational

specialists. He will visit the school on April 19 to meet with the administration team and department leaders and the topics to be explored are: What does it take to become a world class school and how do we add that piece to the strategic plan? How do we increase Board engagement, and how do we utilize their expertise? What does the future of Northside look like?

2. Financial Committee

a. Review for March 2018:

Mr. Russell reported to the Board on March finances, noting the following highlights: Revenue: No change and \$6.9 million is projected for the end of the year.

Expenses: The biggest change is an adjustment to fixed assets of \$40,000.

Surplus: \$717,000 projected. Mr. Russell said we are significantly under budget due to instructional salaries and the Board discussed the ramifications.

b. 2018-2019 Budget Progress

Ms. Karaffa reported that the Finance Committee will receive the first version of the budget for review and comment and revision, if necessary, prior to circulation to the full Board. It then will need to be approved by the June Meeting. The main emphasis will be on improvement of math scores.

3. Board Development

a. April 25th Basketball Event

Ms. Fitzmaurice reported that she and Ms. Jones have been working on this event but have struggled to get this event off the ground, and based on the expense, it is not a viable event. As it stands, we would have to raise an additional \$7,000 to host it or move the venue to a more informal theme for \$5,000. The goal was to raise 65% more than gross, but that is not realistic now. The Board and Ms. Fitzmaurice discussed scenarios for postponing the event and reputational harm and ways to mitigate. Ms. Fitzmaurice described plans to contact donors and interested parties of the event postponement and discuss ways for future support of NCHS. The Board requested that Ms. Fitzmaurice schedule a separate conversation with the Board on the failures of this event and how to better set expectations for future fundraising opportunities.

b. Annual Strategy Session/Board Dinner

Ms. Karaffa reported the Committee is evaluating dates in August to review progress toward the strategic plan and annual performance data. Mr. Chaudhry and Mr. Pasek will be invited to join the meeting.

c. Administration Team Succession Planning Update

Ms. Fitzmaurice reported on the progress made to date including input with with the Director of HR who put together a timeline.

4. Education and Accountability

a. Education Update – Suzanne Curran

Ms. Curran reported that the lottery occurred with 400 applications and 100 phone calls to very excited parents, who now have one month to accept and submit their paperwork.

Midterms are finished and now the emphasis will be on Regents prep. We'll start with mock Regents in May.

We had our first math competition on Pi Day with one winner per grade. Ms. Curran said we would like to make it a school-wide event.

The Greece trip was a success with 33 students attending, chaperoned by two Latin Teachers and one Global Teacher.

We have begun work on course sequencing and every student will have their new schedules by June.

b. Strategic Plan Implementation Update – Lori Fitzmaurice

Ms. Fitzmaurice highlighted data under attendance, noting that students with 14 or more unexcused absences in a semester will not receive credit for that course. Guidance Counselors and AP's are working closely with the families as they approach the cutoff date.

Passing rates are down which is not unusual for this time of year and ELA is our big concern right now. We are working on strategies with the teacher.

Mr. Darnowski asked about the status of the PTA in the school. The Board said they would love for more parent engagement and feedback and Ms. Fitzmaurice will follow up and see what other parents are interested.

6. Next Meeting

May 8, 2018 at 6:00pm

7. Adjournment

Mr. Giles made a Motion to adjourn the meeting. Mr. Li was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
May 8, 2018
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Chair, *via Video Conference*
Hammad Graham, Trustee
Emily Moskowitz, Trustee
David Li, Trustee, Trustee

Willie Scott, Trustee
Deangeor Chin, Trustee
Danielle Redmond, Trustee

EXCUSED

Rizwan Alladin, Trustee
Matthew Brian, Trustee

Douglas Giles, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Racquel Brown, Staff
Nicole Jones, Staff
Charlie Russell, CSBM
Liz Torres, Parent

Suzanne Curran, Principal, I.A.
Mary Kenny, Minutes Transcriber
Lisa Green, Parent
Ariel Schweitzer, Staff

The meeting opened at 6:25pm.

1. Executive Committee

a. Approval of Agenda

Mr. Scott made a motion to approve the Agenda. Mr. Graham was second. All were in favor.

b. Approval of April Board Minutes

Mr. Scott made a motion to approve the April 2018 Minutes. Ms. Karaffa was second. All were in favor.

c. Management Consultant Update

Ms. Fitzmaurice reported that she and Muhammed Chaudhry worked together during the weekend on ways to move the administrative team forward and formulated a document that lays out the accomplishments already in place. Mr. Chaudhry will be visiting the School during May to work with leadership on group dynamics and specific goals to augment the strategic plan by departments. Afterward, he will plan an all-day meeting to add to the strategic plan in more specific ways and address ideas on how to up the skill sets of teachers. The Board will then meet with Mr. Chaudhry later in the summer.

d. Draft Board Calendar 2018-2019

Ms. Karaffa informed the Board that she and Ms. Fitzmaurice have discussed moving the Board Meetings to the third Tuesday of the month next year to improve the Board's functioning and ability to provide board materials further in advance of meetings. The Board will discuss and consider prior to the June meeting.

2. Financial Committee

a. Review for April 2018

Mr. Russell reported on finances noting there was not much change from last month. We received our final per pupil payment with FTE and SpEd are increasing an additional \$9,000 for the end of the year. There has been no significant change in revenue, and \$6.9 million is still projected for the end of the year. Expenses were increased by \$20,000 for summer school and office supplies. The surplus of \$655,000 is projected. Mr. Russell said the school is in a great position moving into next year.

b. Bank Account Update

Ms. Brown reported that due to fraudulent activity, the bank requested that we change the checking account number, which was done after notifying Ms. Karaffa, Mr. Giles, and Mr. Brian. Funds were transferred. However, we still have some outstanding payments processing from the old account, so it will remain open until those are finalized.

c. 2018-2019 Budget Progress

Ms. Karaffa requested that the Board to review the Budget Narrative and that Ms. Fitzmaurice provide a summary, wherein she described where the School wants to invest money allow the School to achieve highly effective programming next year to improve student outcomes Ms. Karaffa reported that the Board will be meeting with CSBM to do a thorough review of the proposed budget prior to the June Board meeting. Ms. Fitzmaurice described the key areas for budgeting focus: Math, Science and ELL/SPED support; competitive salary and teacher retention; restorative practices; parent outreach and increased grant-funding.

Ms. Moskowitz reported that the Finance Committee is discussing investment options for our revenue and will report back for a full Board review.

3. Board Development

a. Annual Strategy Session

Ms. Karaffa reported the Board has selected a date in August for an Annual Strategy Session with Mr. Chaudhry and Mr. Pasek to review progress toward strategic objectives and review, and update, as necessary, the strategic plan.

b. Administration Team Succession Planning Update

Ms. Fitzmaurice reported she met with Ms. Redmond to review the administrative team succession plans. The goals for these documents to provide succession plans for administrative team employees and ensure continuity and smooth transitions by these staff members. Ms. Fitzmaurice reported that the next step is to work on the aligned performance evaluation, which will provide the basis for a comprehensive administrative team development and succession planning framework.

4. Education and Accountability

a. Education Update – Suzanne Curran

Ms. Curran reported: The Spring Musical was a success. Students took Mock Regents last week. Tutoring for Earth Science is underway. The National Honor Society in Northside now has more students than ever and there will be an induction ceremony on Tuesday, May 29. The School had our first annual Career Day and students asked if we could repeat it since there were so many participants. One of the charter schools in our building is closing, which may make more space available for the School. Hiring for next year is underway, and the administration is having meetings with (five) teachers who will not be invited to return. There will be seven vacancies in total. Pending Board approval of the 2018-2019 budget, the administration will be providing contracts to returning and new staff members.

b. Strategic Plan Implementation Update – Lori Fitzmaurice

- Ms. Fitzmaurice said the search for a principal is ongoing with two candidates moving to the next phase. She has eleven more interviews. The two candidates will meet with Administration first, then a panel of staff members, complete a case study, meet with Mr. Chaudhry and then the Board. The goal is to have someone in place by the end of June.
- Dashboard: Mid-term data shows that most scores increased, but ELL is still a challenge. One strategy in place is the rehiring of the prior ELL Coordinator, who went to a DOE school but has decided to come back next year, and has a strong skill set and understanding of our students and programming.
- Ms. Fitzmaurice reported on her visit to the Mesa Charter School after reaching out to NYSED who advised that this is a strong school and invited us to view their best practices. She said it was a useful visit where she saw their strategies including the interaction of guidance staff with students and teacher mentoring/coaching.
- Graduation data: 13 seniors need a Regents, but those scores won't be available in time for the ceremony. They will be allowed to participate in the ceremony if they have all their requirements. Ms. Fitzmaurice will provide the Board with best/worst case scenarios and at-risk data.
- Lottery update: Ms. Brown said that tomorrow is the last day for accepted students to respond, and she will provide an update to the Board with updated numbers on how many potential students accepted their seats.
- Students and teachers are taking Horizon SAT training.

6. Next Meeting

The next meeting will be on June 12, 2018 at 6:00pm

7. Adjournment

Ms. Karaffa made a Motion to adjourn the meeting. Mr. Graham was second. All were in favor.

Northside Charter High School
Board of Trustees Meeting
June 12, 2018
Minutes

The meeting was held at: 424 Leonard Street, Brooklyn, NY 11222

PRESENT

Kaley Childs Karaffa, Chair, *via Video Conference*
Hammad Graham, Trustee
Danielle Redmond, Trustee
*Emily Moskowitz, Trustee, *via phone*
*David Li, Trustee, *via phone*

Willie Scott, Trustee
Rizwan Alladin, Trustee
Matthew Brian, Trustee

EXCUSED

Douglas Giles, Trustee; Deangeor Chin, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Racquel Brown, Staff
Ms. Dollhouse, Staff

Suzanne Curran, Principal, I.A.
Mary Kenny, Minutes Transcriber
Charlie Russell, CSBM

The meeting opened at 6:17pm. The Board discussed that Ms. Moskowitz and Mr. Li would not vote or count for quorum.

1. Executive Committee

a. Approval of Agenda

Mr. Scott made a motion to approve the Agenda. Mr. Alladin was second. All were in favor.

b. Approval of May Board Minutes

Mr. Scott made a motion to approve the May 2018 Minutes. Mr. Graham was second. All were in favor.

c. Management Consultant Update

Ms. Fitzmaurice reported that she and Muhammed Chaudhry met yesterday with Leadership Team and Department Coordinators to review the departmental SWOT analyses and their alignment to our strategic plan. The Leadership Team will then meet again in the coming weeks to finalize that work and be ready to address the ideas with the new principal. The highlights of the analysis were the School's focus will be on the commitment and flexibility of teachers, and the strong culture. The areas for focus and growth are planning, implementing plans and cross curriculum. Ms. Karaffa asked how administration thinks they are progressing, and Ms. Fitzmaurice responded that they are defining roles and are committing to strengthening teacher retention.

d. Draft Board Calendar 2018-2019

Board Meetings will be moved to the third Tuesday of the month to improve the flow of information and availability of materials. The Board determined the September meeting will take place on the first Monday due to the Jewish holiday.

Mr. Scott made a Motion to approve the Board Meeting Calendar with September changes. Mr. Brian seconded. All were in favor.

e. **Board Officers and Committee Chairs and Membership for 2018-2019**

Ms. Karaffa reports that she had a discussion with each trustee regarding officer roles and committee memberships for 2018-2019. She announced the proposed slate for the 2018-2019 Officers and Committee assignments:

Officers: Kaley Childs Karaffa, Chair; Douglas Giles, Vice Chair; Matthew Brian, Treasurer; Willie Scott, Secretary

Executive Committee: Kaley Childs Karaffa, Chair; Douglas Giles, Member; Matthew Brian, Member; Willie Scott, Member; Danielle Redmond, Member.

Finance Committee: Matthew Brian, Chair; Douglas Giles, Member; Emily Moskowitz, Member.

Board Development Committee: Willie Scott, Chair; Kaley Childs Karaffa, Member; Danielle Redmond, Member; Rizwan Alladin, Member.

Education & Accountability Committee: Rizwan Alladin, Chair; Willie Scott, Member; David Li, Member; Deangeor Chin, Member.

Mr. Scott made a Motion to approve the 2018-2019 Officers and Committee Assignments. Mr. Graham seconded. All were in favor.

f. **Resignation of Hammad Graham** Ms. Karaffa reported that Mr. Graham has opted to resign from his Board seat due to his other professional and personal commitments. She thanked him for his service.

g. **NCHS Organization Chart 2018-2019**

Ms. Fitzmaurice reported that there are no significant changes to the structure besides the moving the reporting of Director of Human Resources from reporting to the Director of Operations to the Executive Director to better align organization-wide strategy for recruitment.

Mr. Scott made a motion to approve the 2018-2019 Northside Charter High School Organizational Chart. Mr. Graham seconded. All were in favor.

h. **Legal Review and Updates to NCHS Bylaws. Policies and Procedures for 2018-2019**

Ms. Karaffa reported that Cliff Schneider of Cohen Schneider is reviewing all policies and procedures and the bylaws. Ms. Karaffa asked for an update on the progress of our restorative practice efforts and Ms. Fitzmaurice explained the review is underway and the final policy should be ready by the August Board Meeting.

i. **Executive Director Year-End Review**

Ms. Karaffa reported that the 360-degree review by staff has been completed, and the Board will complete their evaluation of Ms. Fitzmaurice in July at the same time she will conduct her self-assessment. Review of the assessment results will be reviewed during the August Retreat.

2. **Financial Committee**

a. **Review for May 2018**

Mr. Russell reported and said there was not notable variance since April. Revenue increased by \$7,000 due to fundraising revenue. There were no unexpected expenses. The projected surplus is \$657,000. Mr.

Russell said the School is in a great position moving into next year. We are under budget due to personnel savings with approximately \$6,000,000 in the bank.

Ms. Brown said we were visited by the auditors for a preliminary report. The final numbers will be ready in July and all preliminary review is positive.

b. Investment Options

Ms. Moskowitz reported on the Finance Committee's research on investment account options. There were three institutions selected as final options: TD Banknorth, Citi, Max/ADM Financial. Ms. Moskowitz reported that Max/ADM Financial provides the highest interest rate and is fully FDIC insured. Mr. Brian concurred that Max/ADM Financial is the best option. The Board discussed the options and determined to table the vote until July, so the full Board may discuss further and fully review.

c. 2018-2019 Budget

Ms. Fitzmaurice summarized the changes to this budget from the draft circulated to the Board in May, which included the contract for CSBM being changed to a flat rate fee at \$125,000 for all services including the billing software as opposed to the prior proposal from CSBM which was based on an hourly model estimated to be at \$120,000 plus the cost of billing software. The total cost for CSBM's services has been reduced from \$155,000 in 2017-2018 based on streamlining and automation of some services. Ms. Fitzmaurice also described that the budget is based on strategic objectives including retention of personnel and utilization of surplus on the learning environment to make us a more competitive school. Ms. Karaffa made a Motion to approve the 2018-2019 Budget. Mr. Brian seconded. All were in favor.

d. Financial Policies and Procedures 2018-2019

Ms. Fitzmaurice reported that the Administration has completed the initial review of the Financial Policies and Procedures with CSBM. CSBM has helped by streamlining some automated pieces, such as, approving PO's and invoices. Cliff Schneider will be conducting the legal review before the Board reviews it for approval for 2018-2019..

e. Bank Account Update

Ms. Brown reported that the new account has all funds from the prior account and that all transfers have occurred.

3. Board Development

a. NYC Board Match Event

Ms. Fitzmaurice said it was a successful networking event with a steady stream of conversation with potential trustee candidates. Several new contacts are interested in attending the fundraiser on Monday and in pursuing Board membership.

b. Board Succession Planning

Ms. Karaffa reported that the Committee has been discussing when to bring on a new member with Mr. Graham's resignation, but is balancing the goals of finding the best candidate, promoting a smooth transition, and being aware of positive board dynamics. New candidates will be evaluated in light of current board composition and needs.

c. Annual Strategy Session

Ms. Karaffa reported that the Board's annual strategy session and retreat will take place on August 10, and Mr. Dan Pasek and Mr. Muhammad Chaudhry will attend.

d. Administrative Team Succession Planning Update

Ms. Karaffa reported that Ms. Fitzmaurice is working on the performance management piece and the succession planning document is on the Board's shared drive. It is a living document, which will be continually updated. The Board Development Committee members will provide comments to Ms. Fitzmaurice during July, so the final version will be provided to the full Board in August.

4. Education and Accountability

a. Education Update – Suzanne Curran

Ms. Curran reported that Friday was the last day of instruction and yesterday was Regents' review. She provided the Board the potential number of graduates, which includes 80 definite graduates, 11 who will not graduate, and 5 at risk. The graduation rate would be 83% (worst case scenario) and 88% (best case scenario). She further reported that the School will not have summer school but instead will have boot camp and freshmen orientation with a family BBQ. Additionally, she reported the hiring to fill vacancies is on-going and English, Math, Earth Science, SpEd, Mindful Movement and ELL positions have already been filled. The School gained five new classrooms and two new office spaces. Graduation is taking place on June 22 at 3pm at LaGuardia Community College. Ms. Fitzmaurice recognized the performance of Ms. Dalhouse's teams from this year.

b. Strategic Plan Implementation Update – Lori Fitzmaurice

Ms. Fitzmaurice reported the NYSED Visit was very positive. Ms. Fitzmaurice also visited Mesa Charter High School, which is a college and career readiness school, to gather ideas on what works for them and compare it to the School's practices.

Ms. Fitzmaurice also reported that Mock Regents results indicates that Algebra scores are stronger than last year. There have been six students suspended, which is less than last year, but the number of incidents are slightly higher.

Ms. Fitzmaurice mentioned Advisory analysis and June 18 is the School's fundraiser at Enid's in Greenpoint with five Board members planning to attend. Students will be performing from chorus and drama classes, and there will be a silent auction.

Ms. Fitzmaurice presented and described the Academic School Calendar, which includes 181 instructional days with 3 snow days. Mr. Scott made a Motion to approve the 2018-2019 Academic School Calendar. Mr. Graham seconded. All were in Favor.

Principal Candidates: Ms. Fitzmaurice reported that the Executive Committee will speak with three finalist candidates (Two are internal candidates, and one is external) next week for the purpose of providing advice and counsel to Ms. Fitzmaurice as she makes her decision. The goal is to make an offer immediately following those meetings. Ms. Fitzmaurice stated that she thinks they are very strong candidates with advanced leadership qualities and cultural characteristics that align with the desired characteristics in a principal for NCHS.

5. Next Meeting

The next meeting will be on July 17, 2018 at 6:00pm

7. Adjournment

Mr. Scott made a Motion to adjourn the meeting. Mr. Graham was second. All were in favor.