

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
July 15, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Bill Baccaglioni, Whitney Kneisley, Meghan Mackay, Christine Stokes, Janet Campagna, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Mary Kinslow, Director of External Affairs; Viviana Torres, CSBM.

**1. Approval of prior Board meeting minutes**

- A. June minutes were approved subject to minor edits.

**2. Legal, Regulatory and Governance Matters.**

- A. Middle School Principal Onboarding Update: New Middle School Principal Sarah Touma joining from Philadelphia public schools. She will attend the leadership retreat at the end of July. Jessica and Sarah will select a date in early August for lunch for parents and students to meet her. They will also select a time for a lunch date or a google chat to introduce her to the board.
- B. Draft 2019-20 Board Meeting Schedule: Mary will send board meeting invites to everyone's calendars following approval of the date list.
- C. Charter Renewal: Haven's charter authorizer will conduct a site visit sometime November - February. The school will present to the Board of Regents in the spring. Haven's goal is to have continued authorization complete by June 2020.

**3. Academic and Social-Emotional Program Matters**

- A. Invitation to Join Thursday Call: Jessica invited Board Members to listen in on a call Thursday, July 18 to discuss professional development plans. Christine and Meghan will join. Trish asked for a debrief during the August meeting.
- B. Hiring Continued: Trish asked for a roster of Haven's academic and support staff. The Chief Operating Officer search will pick up in the next couple of weeks.
- C. Expansion Plans/HS Partnership: Bill has a meeting with a potential partner on July 30 to talk about governance structures.

**4. Personnel, Operational and Financial Matters**

- A. Financial Systems Support: Haven is working with The New York Foundling regarding financial systems. Jess will present any updates in future meetings. Haven's accounting consultants are completing the year's reporting and a senior member is monitoring all work done on the upcoming audit.

- B. Audit Update: MBAF conducted the annual audit onsite at Haven in June. Janet has scheduled an audit prep call and will be onsite in August to finalize. MBAF will send the preliminary docs and hold the final meeting with findings midway through October. any board member is welcome to join those conversations.

5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney

Patricia Mulvaney, Board Chair



**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
August 27, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Bill Baccaglini, Whitney Kneisley, Meghan Mackay, Christine Stokes, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Sarah Touma, Middle School Principal.

**1. Approval of prior Board meeting minutes**

- A. July minutes were approved.

**2. Legal, Regulatory and Governance Matters.**

- A. Middle School Principal Update: Both the principal and the assistant principal of the Middle School are new. Principal Sarah Touma joined the team this summer and assisted with hiring. She shared her experience and ideas for the academic year. Assistant Principal Misty Awan joined from the NYC Department of Education where she was a restorative practices specialist. The school is fully staffed except for one middle school math teacher. The school is fully enrolled with scholars.
- B. Charter Renewal Steps Summary: The charter office sent the renewal package last week that requested a data pull and narrative. The visits are expected for November 6 and 7. The charter office will vote from February-April and the renewal would be for five years. Haven requested to increase enrollment to 485 from 450. Board Members discussed waiting for the renewal to increase enrollment and request retroactive reimbursement. The board debated the pros and cons of waiting; Jessica will schedule a call with Trish, the charter office, and herself to discuss.
- C. Budget: Jessica will share two versions of the budget showing the results if the retroactive enrollment funds are included or not included. Haven will give an updated version before the next board call. Bill suggested the board discuss how to strategize around the new charter competition in the South Bronx.

**3. Academic and Social-Emotional Program Matters**

- A. Preliminary NY State Test Results: Jessica reported that Haven's test results will be lauded when compared to city and district scores. The results show that 3rd graders had the highest passing rates in Haven's history; they are the first group to attend Haven's Pre-K program. Zennea will document how many kids in that cohort spent Pre-K with Haven and will share before the next board meeting. Middle school math is a priority focus for development and support in the coming academic year. Sarah is preparing for all scholars to take the Living Environment Regents exam to have a credit completed for high school. On a leadership

level, the two principals will norm observations and conduct cross visitations between schools in order to improve practices.

- B. Investments in PD: University of Chicago's STEP Literacy Assessment will replace Fountas and Pennell. The NYU Metro Center will support Haven's Professional Learning Community (PLC) on Equity and Inclusion to help provide practices to teach kids equitably.

**4. Personnel, Operational and Financial Matters**

- A. Walton Foundation Update: Haven won \$150,000 in support for the Dissemination Project to work with P.S. 43 and additional schools.
- B. Arbor Brothers Round 2: Haven reapplied for \$75,000 in support and consulting to continue the model codification. Trish should expect a note from them to request a 15-minute call.
- C. Organization Chart and Staffing Structures: Jessica shared this document for the Board's review. Jessica asked for feedback on the structure to initiate discussions about accountability structures and streamlining.
- D. Board Meetings: Mary will change the October board meeting to accommodate schedules.

**5. Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: \_\_\_\_\_

*Patricia Mulvaney*

Patricia Mulvaney, Board Chair





**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
September 26, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Kat Flores, Meghan Mackay, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; and Zennea Chetta, Director of Data and Technology.

NOTE: Board Member Janet Campagna is on leave temporarily from Board responsibilities for this month.

**1. Approval of prior Board meeting minutes**

- A. August minutes will be approved at the October meeting.

**2. Legal, Regulatory and Governance Matters.**

- A. Charter Renewal Steps Summary: Board members will review Haven's renewal application and submit comments by the end of the week. On November 6th from 4-5 PM, there will be a "Board Interview" after the first day of the renewal visit. Following the interview, Haven will hold a public hearing at 6 PM. The board is welcome to attend the public hearing and any or all parts of the visit.

**3. Academic and Social-Emotional Program Matters**

- A. NY State Test Results and Child Welfare Comparisons: Board members agreed to review data; this topic will be added to the October meeting agenda.
- B. Middle School Update (Academic Program, Culture): Middle School has rolled out an intellectual prep protocol that has deepened lesson planning through the eyes of a scholar. The first community meeting will happen today; we will remind scholars of Haven Values and reward those who are working hard to follow them. Jessica reported a smooth transition to new Middle School leadership for both teachers and scholars. Two new math teachers were hired to relieve the vacancies; these teachers have instructional coaches working with them to transition them to their new roles. Middle School led its first High School application process workshop and the parents were very appreciative.
- C. Elementary School Update (Academic Program, Culture): Grades 3-5 have departmentalized into ELA/SS and Math/Science which has been successful. Teachers are currently focused on the beginning of the year assessments and data work to plan for instruction. The elementary school music teacher resigned this month, so we are looking to hire a new music teacher and have made adjustments to staffing and scheduling to make sure students are getting music and other specials. The board requested the job description so they could help with recruitment.

**4. Personnel, Operational and Financial Matters**

- A. High School Partnership & Planning for Current Class Transitions: Bill will update the board

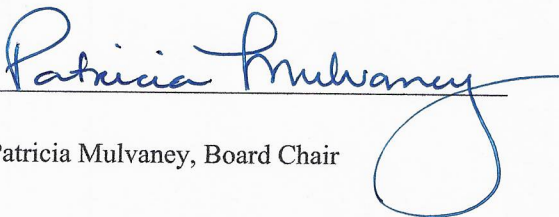
on his discussions on this matter. Jess reported that one partner may not want to make an official partnership but would like our children to apply to their school. Another partner may be close to opening and is interested in conversations once they have approval to open. We may not have an official partner high school for our graduating class this year, but are working closely with families to help them with their application process to high schools of their choice.

- B. Review of Monthly Financials: Board members reviewed financials. Jessica is working on closing out the school year as close to budget as possible but noted that without the retroactive pay for the over-enrollment of 18 students we expect a deficit. Recommendation from a board member to develop future versions of the financial reports to include a format for looking at program risk versus opportunities.
- C. Board Report Cards: Each board member will receive a report card for the past year.
- D. LEGO Visit and Good Morning America Debut: 5th graders appeared on GMA and spoke about their vision for the future by building with LEGOS.
- E. NewSchools Venture Fund: Brought schools to visit Haven to see our model and started new work with this organization on how we can share our model and build future relationships.

5. **Executive Session:** Held.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: \_\_\_\_\_

  
Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
October 29, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:30 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Bill Baccaglini, Kat Flores, Meghan Mackay, Whitney Kneisley, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; and Zennea Chetta, Director of Data and Technology.

NOTE: Board Member Janet Campagna is on leave temporarily from Board responsibilities for this month.

**1. Approval of prior Board meeting minutes**

- A. August and September minutes were approved.

**2. Legal, Regulatory and Governance Matters.**

- A. Charter Renewal Steps Summary and Preparation: Board members discussed the November 6 schedule for the Charter Renewal visit. Mary will send out reminders for members to attend the interview and public hearing portions of the event. Jessica has identified 2-3 kids and families who want to give comments during the public hearing. On November 7, the reviewers will continue observations and interviews.

**3. Academic and Social-Emotional Program Matters**

- A. Data Dashboard Review: Members discussed enrollment numbers. Jessica reported a 2% increase in child welfare and Foundling-involved students. Members discussed the merits of adding new students to current vacancies. Members reviewed comparison data between citywide foster care children test scores compared to Haven's numbers. Patricia recommended adding this information and related data points to the fact sheet in development for a media kit and fundraising packet. Jessica reported that she will speak on a panel next month at a conference on trauma in Denver next month to raise awareness.
- B. Middle School Update: Sarah reported that she rolled out a goal-setting initiative; the goal is for at least 50% of scholars to increase their proficiency on the NWEA test by one grade level. She reported that individual student goal setting with teachers is a new concept for middle school. Meghan and Jessica planned to discuss how LeveragED can help with this initiative. Zennea will include NWEA data in the December and January board data reports to look at growth over time.
- C. Elementary School Update: Ashlyn reported that report cards will be modified over the next three years following input from teachers and Family Council members. The changes will occur in phases including: (1) Editing report card content, (2) Providing grades online and designing goals with students, and (3) Training kids from Kindergarten - 5th grade to lead their own report card conferences. Families and staff are excited about the changes which start with new report cards in two weeks. rolling out new report cards in two weeks. Mary



will send a version of 2-3 grade report cards compared to the new version.

4. **Personnel, Operational and Financial Matters**

- A. Review of Monthly Financials: Members reviewed the report showing the financial picture both with and without retroactive pay for over-enrollment. Haven is making significant spending cuts to accommodate. Patricia requested projections to show those planned cuts. Jessica will provide those in advance of the December board meeting.
- B. Board Performance Reports Summary: Members discussed the summary report which showed that the group did not reach quorum at the majority of board meetings. Members requested that Mary check-in more consistently ahead of meetings to ensure everyone can attend. Patricia requested that Mary provide regular communication with board resources to encourage personal development and involvement. Meghan will share resources via email directly after the meeting.

5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney

Patricia Mulvaney, Board Chair



**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
November 6, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 5:00 PM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Kat Flores, Meghan Mackay, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; and Mary Kinslow, Director of External Affairs.

NOTE: Board Member Janet Campagna is on leave temporarily from Board responsibilities for this month.

**1. Approval of prior Board meeting minutes**

A. October minutes are expected to be approved during the December meeting.

**2. Legal, Regulatory and Governance Matters.**

A. Summary of charter renewal visit was shared with the Board. Meghan and Patricia met with one of the charter reviewers to discuss upcoming challenges, key performance indicators, data collection, and high school plans. The reviewer recognized the consistent teacher work she witnessed during the process and provided advice for community relationships and advocates. Specifically, they recommend all boards keep positive relationships with local officials. The reviewers will share their recommendations with New York State in February or March.

**3. Academic and Social-Emotional Program Matters**

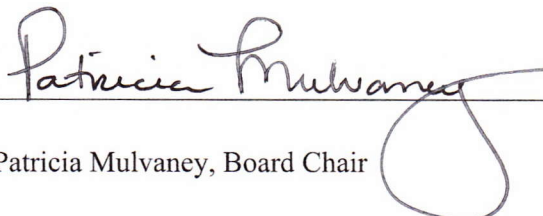
A. Review of Instructional Leadership & Renewal Findings: Jessica provided a summary of classroom visits from the renewal visit. They provided feedback that the environment is pleasant and calm. Their questions centered on the application's data, particularly the high results of the third-grade cohort.

**4. Personnel, Operational and Financial Matters**

A. Expectations for Board Members Attending Public Hearing: Parents and teachers will make comments this evening. Some board members will attend the hearing.

**5. Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature:   
Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
December 16, 2019**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Meghan Mackay, Bill Baccaglini, Janet Campagna, Whitney Kneisley, Christine Stokes, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; Kate Hagenbuch, Director of Special Education Services; and Zennea Chetta, Director of Data and Technology.

**1. Approval of prior Board meeting minutes**

- A. October and November minutes were approved.

**2. Academic and Social-Emotional Program Matters**

- A. Data Dashboard Review: Head of School presented attendance rate data, foster care numbers, and data released by the state. Sixth grade has the lowest attendance rates due to specific issues like hospital stays, suspensions, and family events that staff members have addressed. The group discussed Haven's Tier 3 model of addressing extreme absences schoolwide. Longitudinal data shows that kids with low attendance in Pre-K and Kindergarten get better as they get older; Zennea will examine the data to see how and why that is the case. Head of School noted that the New York Foundling's foster care and prevention enrollment numbers have increased compared to last year's. Board Members also discussed NYC's Quality Snapshot results and Haven's goal of increasing rigorous instruction and student achievement scores for next year. Scholars took the NWEA Map Assessment last week which is used to assess progress against classroom goals. Data will be shared at the next Board Meeting.
- B. Elementary School Updates: ES Principal discussed observation and feedback cycles to increase the time leaders spend in the classrooms. The leadership team is finalizing the new rubric for teacher assessments after using the Marshall rubric for many years. Head of School will reach out to Meghan about the core rubric for teacher work. The team is working with a TNTP consultant to make sure grades 3-5's ELA curriculum uses blended learning.
- C. Middle School Updates: MS Principal shared that all middle school teachers received instructional coaches, weekly observations, and feedback meetings. She conducted co-observations with coaches who both provided live feedback in the classroom. In January, teachers will self-assess using a rubric. Bill mentioned that this process should identify weak performers earlier and give them a course of action for growth. Meghan asked how we correlate student outcomes with these inputs. Head of School replied we are working with TNTP to make those links.
- D. Special Education: Kate (Director of Special Education Services) updated the group about



New York State's new comprehensive assurance plan (CAP) which examined special education (SPED) compliance and ways in which students are being instructed in the least restrictive settings. Because of this change, Haven's pending IEP cases have been reviewed more quickly than in the past. Haven currently has 122 IEPs, 22% of the student population. Haven's SPED projections show that fewer kids will be classified as the highest needs which will be less than the budgeted amount.

- E. High School Prep: Board Members discussed the 8th-grade high school application cycle; all students completed applications for their top choices. Reviewing the choice ranking data revealed that 49 of 51 picked first-choice schools in Manhattan. The guidance counselor will track acceptances and push for Bronx options versus Manhattan schools. Head of School wants to host a roundtable to discuss how and why students choose the way they did. MS Principal noted that 19 scholars took the specialized high school exam. Christine asked how we plan to work with the scholars who do not receive their top 1-3 choices and suggested we conduct coaching with the families. She asked for a summary of the results.
- F. LeveragED & Codification: Meghan's LeveragED team is working with Head of School, Zennea, and the principals to share out the factors we use to make Haven operate each year and what makes us different in addition to work with Bill on our data review and work with P.S. 204.


### 3. **Personnel, Operational and Financial Matters**

- A. 2020 School Year Staff Hiring Strategy: Head of School and the team conducted a brief analysis of the people hired, how we got them, and how they performed this year. She found that LinkedIn is a good source for leadership candidates while Idealist and Glassdoor are better pipelines for teachers. The best source for all positions continues to be personal referrals. The recruitment push launches this week and Head of School will share the full plan for January during the next board meeting. This process is more automated using the new system.

4. **Legal, Regulatory and Governance Matters:** None discussed.

5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature:   
Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
January 31, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:15 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Meghan Mackay, Bill Baccaglini, Whitney Kneisley, Christine Stokes, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Dawnisha Lane, CSBM.

**1. Approval of prior Board meeting minutes**

- A. December minutes were approved.

**2. Academic and Social-Emotional Program Matters**

- A. Attendance: The social work team has maintained attendance rates despite the historical difficulty during this time of year. Bill asked if we send caseworker notes about attendance. Head of Schools replied that we give attendance rates to those who come in to visit but we could send quarterly notice to the caseworkers who are not New York Foundling. Bill said if we send the attendance rates and names of kids, he will reach out to the executive director of the organizations about their attendance. The board requested further disaggregation of the attendance among kinship or other foster families; Zennea will explore the chronically absent families, their improvement over time, and how those numbers impact their scores.
- B. Enrollment: Haven Academy saw an increase in families transitioning out because they are moving or changing care status. The DOE indicated that Haven will likely get retroactive funding from July 1 for students over our charter limit. We will continue to fill vacancies over the next quarter.
- C. Special Education: With the new Committee on Special Education rules, students are being moved out to smaller settings and Haven is losing the special education dollars.
- D. NWEA Map: The group discussed the data from the recent assessment which measures growth against performance on the assessment vs. being one grade/year older. Results showed that students made more growth in reading and math than last year. This helps us deploy resources appropriately. Head of School noted that the data is helpful for schoolwide decision making and tracking growth for families to see, but results are not predictive of the state test scores. Haven Academy will work with TNTP to share relative and in-context scores and growth.
- E. High School Placement Updates: NYC DOE will release lists with High School placements at the end of April and charter applications will release sooner. Students worked with the guidance counselor to visit high schools and rank. 85% of families worked actively with the coaches. Haven hosted 10 charter high schools to be part of a fair to meet students and



families during the family conferences. The counselor also set up appointments for kids at DREAM high school. Head of School and Bill will work with leadership at DREAM to make sure that kids have access to the school if appropriate.

- F. LeveragED & Codification: Meghan shared that LeveragED will work with Haven to create an inventory of what exists as well as how we are using it now and in the future. The work will determine how to package the information for different people (e.g. internal for on-boarding or with other schools externally). The group will provide a content strategy and a platform strategy. Trish asked can this be an in-kind donation to help the bottom line? Bill mentioned that Jess received an evaluation proposal from WestEd and requested feedback from Meghan before the team moves forward.

### 3. **Personnel, Operational and Financial Matters**

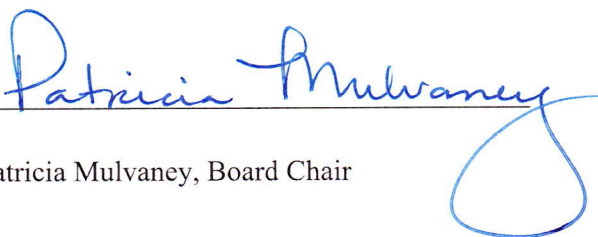
- A. Corporate Sponsorship Strategy (Fundraising Report): Mary provided a report on the fundraising strategy for the rest of the year. Mary and Christine will connect offline to accomplish some of the goals together.

### 4. **Legal, Regulatory and Governance Matters:**

- A. Renewal Report Pending: Patricia and Head of Schools will get a recommendation at the in-person meeting this Wednesday. Kat will be at Haven in person. The board agrees to grant permission for Kat to sign the articles of incorporation during this meeting.

### 5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: 

Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
February 24, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Meghan Mackay, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Dawnisha Lane, CSBM.

**1. Approval of prior Board meeting minutes**

- A. January minutes approval postponed for quorum.

**2. Academic and Social-Emotional Program Matters**

- A. Data Dashboard Review (Absentee Discussion): Board Members discussed chronically absent scholars. Head of Schools has initiated the review of case studies about chronically absent students to identify the efforts and results from different family interventions. Meghan suggested classroom teachers make attendance phone calls as they have the strongest connections to address chronic latenesses and absences. Family conferences will be held March 5-6 providing the opportunity for teachers to connect academic concerns and grades with attendance. This year 4th and 6th grade have lower attendance than years' past which the team is working to address.
- B. Child Welfare Related Transitions: Board Members discussed that the school has lost 18 kids this academic year, 10 of which are specifically child welfare-related. The group of kids had a high rate of IEPs and related higher level of per pupil funding. Members discussed the impact of lower per pupil funding on the 2019/2020 budget.
- C. Enrollment: The charter authorizer confirmed that Haven Academy is able to bill for children beyond the 450 listed in the original charter cap. Currently, the school has seven open seats. Five of the vacancies are middle school; the school does not intend to add to the 8th-grade cohort so they will over enroll in 1st - 7th Grades. The school's current Special Education population is 21% following the loss of some students.
- D. High School Placement: Head of Schools shared the number of high school acceptances. Meghan offered to make connections from her network before the school year starts for kids who might be accepting a few of the private school spots. DREAM Charter applications are open on April 1 and we invited them to Haven Academy. There is a special night for Haven Academy to visit DREAM Charter for a Q&A.
- E. Elementary School Updates: Elementary School Principal reported that report cards, conferences, and picture day are next week. In order to prepare for upcoming state testing, 3rd Grade is hosting After School Academy to help them with test-taking skills and English Language Arts (ELA).
- F. Middle School Updates: Middle School Principal reported that the team is being more



strategic about forming smaller groups for academic interventions. They developed a new curriculum that addresses skills not yet mastered before the ELA state test. The team put together a weekly tracker to identify skills and gaps for each scholar. They also rolled out a new teacher observation rubric and discussed where the teacher falls to set clear expectations and trajectory.

- G. Rubrics: Board Members discussed the new teacher evaluation rubric after shifting from the Marshall to The Core Rubric. There are now four elements instead of six. Board Members remarked that it builds on the instructional paths rather than just the classroom environment.

**3. Personnel, Operational and Financial Matters**

- A. Financial Report: Head of Schools summarized the reduction in revenues expected due to lower special education and per-pupil funding than budgeted. To address this issue, expenses have been reduced in several areas including PD, materials, travel, and events.
- B. Fundraising Report: Director of External Affairs has been working to meet the fundraising goals and will share the working draft of the Roadshow Deck with the group to review before the next board meeting. Meghan offered to help with both Robin Hood and Tiger Foundations. Meghan has a call with Robin Hood Quality Schools next week (when she will connect district schools with other charters).

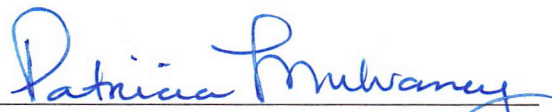
**4. Legal, Regulatory and Governance Matters:**

- A. Charter Renewal and Approval of Funding further discussed. A discussion was held around the Board's data and challenges to meeting quorum at meetings. Director of External Affairs will send out an immediate notification of the next call to make sure people can make it and will add the scheduled calls to the agenda for the remaining meetings.

**5. Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: \_\_\_\_\_

  
Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
March 23, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Christine Stokes, Meghan Mackay, Bill Baccaglini, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary School Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Dawnisha Lane, CSBM.

**1. Approval of prior Board meeting minutes**

- A. January minutes were approved. February minutes approved following editorial changes.

**2. Academic and Social-Emotional Program Matters**

- A. Data Dashboard Review: Head of School reviewed the high school matches for 8th graders that New York City released the previous Friday. Charter schools have yet to release their matches until April; staff will continue to review options for all students. Several students were accepted to visual arts-focused schools. Haven Kids Rock participants had support from voice coaches, musical arrangements, acting coaches, etc. to support their applications to art schools. This year, no students were accepted into specialized high schools. Haven's team will work more intensively with students who are accepted to weekend test prep classes to ensure they attend.
- B. Elementary School Updates: Head of School reported that Haven prioritized food and access to health and technology for kids as soon as the closure occurred. Haven was much better poised to move into distance learning because it used Google platforms for several years. ES Principal reported that 3-5 uses Google Classroom very well but the trickiest grades to transition to distance learning have been Pre-K - 2nd. ES Principal reviewed the Google Classroom platform with the group.
- C. Middle School Updates: MS Principal noted that teachers are helping students during two-hour slots but are also communicating through video conference on a flexible schedule. Each child has a "case manager" who will call any student who has not logged in that day and speak with families. Head of School and Director of Technology demonstrated GoGuardian which shows each student's screen real-time.
- D. COVID-Related Updates: New York State postponed all 2019-20 state tests and waived the 180-day school requirement. On this day, NYC schools are closed until April 19. Haven will still hold the lottery on April 1 with an auditor and computer system to randomize the list. While the lottery mostly chooses General Community, Haven will continue to recruit for the foster and child welfare community.

**3. Personnel, Operational and Financial Matters: None discussed.**



4. **Legal, Regulatory and Governance Matters:** None discussed.

5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney

Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
April 27, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Christine Stokes, Meghan Mackay, Bill Baccaglioni, Whitney Kneisley, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary School Principal; Sarah Touma, Middle School Principal; Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Dawnisha Lane, CSBM.

**1. Approval of prior Board meeting minutes**

- A. March minutes were approved.

**2. Academic and Social-Emotional Program Matters**

- A. Lottery Agenda: Head of School reported that Haven Academy hosted the lottery on April 7 monitored remotely by an auditor. Haven's application system Integrity6 has an automatic randomizer to pick the names. Lower grades had more applications than upper grades as occurs every year. This year there may be some currently-enrolled students who relocate and do not return; we will monitor the numbers to ensure waitlisted students are moved onto class lists as we know who has moved on.
- B. Data Dashboard Review: Head of School presented the data dashboard report including the financial roundup which showed cost savings and lost revenues due to COVID-19. The presented numbers assume that all employees will remain working and part-time workers continue to receive 75% of pay until June 30. Head of School will create a draft budget for the 2020-21 fiscal year to include the finalized staffing plan and revenue cuts from the federal, state, and city levels. The group discussed distance learning student engagement; the Director of Data and Technology reported that Elementary has 85% student engagement and Middle School has 95%. The group discussed how the engagement levels are tracked for different ages.
- C. Elementary School Updates: The Elementary School Principal reported that barriers for engagement for students in Pre-K - 2nd Grade is tied to family involvement as well as the child's ability to master the platforms. To address the issue, the ES Principal assigned assistant teachers to 3-4 kids each who are struggling with work completion to act as a personal tutor. For Grades 3-5, two large assignments are graded for completion each week but they can make up any assignment at any point. The grades are meant to track engagement. Weekly Spirit Days encourage families to send in photos on Wednesdays.
- D. Middle School Updates: The Middle School Principal reported that all students have an attendance coach and they check the data every 24 hours. If students are still struggling, they have a counseling session on the phone and talk about how they can move forward using life skills, motivation, etc. The MS Principal reported that the root cause for students struggling to

complete work was motivation, so the teachers used proactive sentence starters and other motivation tactics. Anecdotally, this has increased work completion. Five students still continuously struggle and now the leadership team initiates a conversation with the child and an adult at home. Patricia asked about social engagement to address motivation; the MS Principal replied that teachers create spaces to play games and they completed the merit auction to bid on prizes.

- E. COVID-Related Updates: Haven Academy has plans to bring kids back into the building in the summer to catch up kids who have lost learning. Head of School replied that the summer depends on stay-at-home orders from the government. The leadership team is dedicated to being creative about when they will end the school year to give flexibility to bring teachers back into the building early. The leadership team is focused on tweaking the curriculum for the beginning of next year. Meghan would like to schedule a call between the leadership team and LeveragED to discuss reopening the school.
- F. High School Acceptances: Head of School reported that since the last meeting, the DOE has released their high school matches while some charter acceptances will come in over the next few weeks. 78% of 8th Graders were given their first, second, or third choices. For those who did not get matched with a best-fit school, social workers are supporting them to apply to charter schools. The group discussed top-tier schools chosen by Haven students as well as process improvements for next year.
- G. Alumni Support Initiative: Bill reported that The New York Foundling secured funds to launch a Haven Academy alumni support program. The program would provide college and career coaches for Haven graduates to help them navigate high school and get them into and through four-year colleges. The NYF is currently drafting the budget. Initially, the program will provide three full-time positions for tutoring and coaching. Each would have a caseload of 15 students.

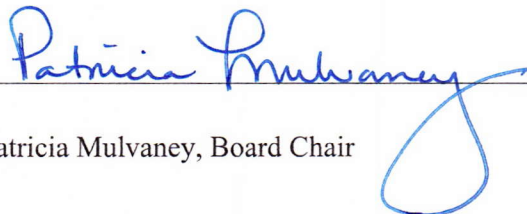
**3. Personnel, Operational and Financial Matters:**

- A. Board Meetings: The group discussed the need for reaching quorum at board meetings for Haven to meet charter goals.
- B. Fundraising: The group discussed the COVID-19 emergency funding requests made by the Director of External Affairs. Patricia called for donations and connections to corporations for further introductions from fellow Board Members.

**4. Legal, Regulatory and Governance Matters:** None discussed.

**5. Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature:   
Patricia Mulvaney, Board Chair



**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
May 18, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Christine Stokes, Meghan Mackay, Janet Campagna, Kat Flores, Bill Baccaglini, Whitney Kneisley, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary School Principal; and Mary Kinslow, Director of External Affairs.

**1. Approval of Prior Board Meeting Minutes**

- A. April minutes were approved.

**2. Academic and Social-Emotional Program Matters**

- A. Data Dashboard Review: Board Members discussed High School acceptances; Head of Schools will share the final results after they are finalized. The team booked an in-person graduation ceremony for August 29. June 16, the original graduation date, will be a virtual celebration day. Scholars will have received their graduation cap, a t-shirt, diploma, and yearbook by that time.
- B. Distance Learning Update: Head of Schools reported that she and the leadership team called an end to the academic school year on June 10, eight days earlier than originally scheduled. Following a break and a teacher planning period, the school will open a Summer term and a subsequent Fall term. For each, teachers will identify the minimum scholars need to know or have completed in each term in order to move on to the next. Teachers will mark subjects on report cards as "Completed Coursework" or "Did Not Complete Coursework." If scholars did not complete their work during this academic year, they will move into the Summer session to finish assignments. All scholars will be eligible to participate in enrichment programming during the Summer term. Head of Schools reported that the leadership team is considering three options to return to the learning in the Fall (each version has safety as a priority but protects learning). Option 1: Open doors completely to all scholars; Option 2: Scholars come in staggered times or different days; Option 3: Haven continues full distance learning. Meghan shared the resources that she and the LeveragED team are using to guide schools to open in the Fall.

**3. Personnel, Operational and Financial Matters:**

- A. PPP Loan: Haven Academy applied for and received a loan from the Local Initiatives Support Corporation. Head of Schools will follow up with Janet, Patricia, and Michael Kurtz to discuss using it properly. CSBM is drafting plans to ensure the majority of the loan can be forgiven.
- B. COVID Response Dollars: Haven Academy received a \$25,000 grant from the Robin Hood Foundation for emergency support. The grant request to New York Community Trust is



pending.

- C. Budget Review: Head of Schools shared and reviewed two versions of the 2020-2021 budget. The finance team used the most recent guidance on state education and federal title fund reductions to create a new balanced budget. Both versions had staff cuts but the second version was more conservative. With deeper staff reductions, the school's unique programming would run differently. The group discussed both options and agreed that they should add an additional Board meeting in June to discuss the two budget versions in greater detail. Mary will schedule a second June meeting. The two topics for discussion will be the budget versions and the PPP stipulations. The June 22 meeting stands.

4. **Legal, Regulatory and Governance Matters:** None discussed.  
5. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney  
Patricia Mulvaney, Board Chair

**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
June 8, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Christine Stokes, Meghan Mackay, Janet Campagna, Kat Flores, Whitney Kneisley, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Mary Kinslow, Director of External Affairs; Zennea Chetta, Director of Data and Technology; and Dawnisha Lane of CSBM.

**1. Personnel, Operational and Financial Matters:**

- A. PPP Loan: Head of Schools discussed the actions taken to ensure the Paycheck Protection Program (PPP) Loan will be forgiven to the fullest extent eligible. She noted there are some discrepancies between the federal regulations and the lender's stipulations. The lender, LISC, will confirm their stipulations this week.
- B. Budget Review, Cost Savings: The Head of School sent a budget draft for review in advance of the meeting for discussion. She noted that her goal with this version was to preserve as many existing positions as possible and that this balanced budget shows a minor surplus. She noted that a few team members have self-selected to move on and the delay in rehiring means that other staff positions do not have to be cut. Positions that will be delayed starting in the Fall include the Pediatric Nurse Practitioner (PNP), the Director of External Affairs, and the Director of Operations. She has cut some positions including a Special Education Coordinator, the After School Director and an assistant teacher. She noted this budget assumes no raises will be given across the organization except for those who have achieved certifications/degrees or changes in responsibilities.
- C. Revenues Discussion: The budget presumes less revenue on items that depend on attendance (food service, etc.) but assumes full student enrollment. Head of Schools noted that if we over enroll, there is natural attrition. For grades Kindergarten - 1st Grade, we will over enroll by 5% and only take in 1-2 extra students in upper grades. For recruitment, we will focus on students who can walk to Haven Academy to avoid transportation concerns. The fundraising contributions in this budget keep the goal achievable given the diversion of funds to COVID-19 related issues. We raised \$1.26M in FY20 and we will have a goal to raise \$1.29M in FY21. Any other changes would be from federal/title changes; the city funding per pupil reductions have already been confirmed.
- D. After School Discussion: Haven Academy uses the New York Foundling's contributions to pay for the After School staff. The most expensive piece of After School is the stipends for Afternoon Academy focused on academics which is \$50-60K. The group discussed multiple options for revising the program. The number of families that depend on it for child care is less than the number who participate. Meghan noted that the best situation is something walkable and offsite. Board Members noted that offering After School is a factor in

enrollment because it's necessary for some families.

- E. Financial Services: The group discussed whether CSBM's work should be taken in-house led by the New York Foundling team. The Head of Schools noted that CSBM has unique abilities to manage charter schools that is not available by all accountants so they may stay on to manage certain aspects.
  - F. Returning to School: The New York Foundling will likely have personal protective equipment (PPE) available for Haven Academy to use. The school may be able to apply for FEMA money available to cover PPE and cleaning supplies. The group discussed return plan options and cleaning standards. Some options under consideration include: (a) opening the full school in September and reclosing in late November for a few weeks; (b) breaking classrooms into three batches and keeping the smaller number of students with the same adults all day; (c) 50% of students come in for half days with a deep clean in the middle of the day; (d) half the students come in for two weeks and then have two weeks of distant learning. The leadership team is distributing a survey to families about what they prefer.
- 2. **Legal, Regulatory, and Governance Matters:** None discussed.
  - 3. **Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney

Patricia Mulvaney, Board Chair



**MINUTES OF THE  
BOARD OF TRUSTEES OF THE  
MOTT HAVEN ACADEMY CHARTER SCHOOL  
June 22, 2020**

The meeting of the Mott Haven Academy Charter School Board of Trustees was held at 9:00 AM. The following members attended in person or had access to video and voice connection: Patricia Mulvaney, Christine Stokes, Meghan Mackay, \ Janet Campagna, Kat Flores, Whitney Kneisley, and Jessica Nauiokas. All members participating via video or voice connection were able to adequately hear and make comments. Guests included: Ashlyn Field, Elementary School Principal, Misty Awan, Middle School Assistant Principal; Mary Kinslow, Director of External Affairs; and Zennea Chetta, Director of Data and Technology.

**1. Approval of Prior Board Meeting Minutes**

- A. May and June 8, 2020 Minutes were approved.

**2. Academic and Social-Emotional Program Matters**

- A. Year-End Data Review: Head of Schools presented the Data Dashboard including finance overview. She reported that the last day of classes for all students was last Wednesday and culminated in a digital 8th Grade graduation. Discussed attendance rates for the end of the year. We are sending out a survey to families and teachers about the distance learning engagement.
- B. Summary of Family Need Responses: Showed what we were able to accomplish through technology and food security. Provided almost 1,700 meal and 100 pantry item boxes to support families. Still working on tech support and food. Discussed the social-emotional support provided via social workers and the Haven team via group therapy sessions and individual counseling.
- C. Course Completion: Discussed the course completion for each grade. The youngest and the oldest had the most completes and the middle ages had more incompletes. The board asked if our teachers are equipped to handle distance learning. Some teachers are looping up with their students.
- D. Social Emotional Outcomes: Highlights around family engagement and counseling. Provided safety planning, something other schools don't do, to prevent smaller issues from becoming bigger. This is centered on self harm and preventing it.
- E. Equity Work: Discussed how Haven's team completed affinity groups for several different groups and auditing engagement practices. School continues to partner with NY's Metro Center. The Equity Team will come together weekly. Kat wants to join the Equity Committee and Christine will join the White Affinity book club. Discussed the next steps. Christine applauded the staff for being proactive and the work they have completed.

**3. Personnel, Operational and Financial Matters:.**

- A. Audit: Doing pre-audit. Audit dates will be in August with MBAF.
- B. Parent Survey: Asked families about reopening in the Fall. Share preliminary results. Most families want the building to be safe for them to come back into the building. Most families support in-person learning.



- C. Board Meetings: discussed options to get the required number of board meetings.
- D. Budget: The 2020-2021 was approved.
- E. Update on PPP Loan: July 9 is our last day. Already at 100% forgiveness eligibility before that date. Waiting to hear from LISC on what the next steps are to receive formal recognition for forgiveness.

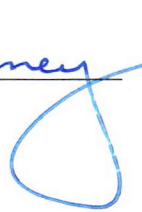
**Legal, Regulatory, and Governance Matters:** None discussed.

**Executive Session:** None discussed.

Upon motion duly made and seconded, the Meeting of the Haven Academy Charter School Board was adjourned.

Signature: Patricia Mulvaney

Patricia Mulvaney, Board Chair

A handwritten signature in blue ink, appearing to read 'Patricia Mulvaney', with a large, stylized loop at the end.