

KIPP Metro Atlanta Schools

Board of Directors Meeting

KIPP Woodson Park Academy
20 Evelyn Way, NW
Atlanta, GA 30318
Friday, August 23, 2019
8:00 AM to 12:00 PM

Minutes

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Hector Calzada, Sidney Childress, Rick Deane, Mike Gaburo, Dennis Love, Catherine Mealor, Stacey Mohr, Deborah Sudbury

Directors in Attendance via Phone: W.E. Chris Lowe

Directors Absent: Frank Glover, Sid Harris, JaKathryn Ross

Honorary Members in Attendance: Tom Avery, Kathe Brown, Craig Jones, Marni Mohr

Honorary Members in Attendance via Phone: Tom Pritchard

Regional Staff Members Present: Kinnari Patel-Smyth, Crystal Nasir, Mini'imah Shaheed, Jondré Pryor, Angela Bond, Courtney Bell, Ra'Chel Ford, Dave Howland, Kelly Shields, Shevika Mitchell, Aaché Harrison, Ebonee Wilson, Myesha Ward, Dwight Ho-Sang, Tim DeBruyne

The meeting was called to order at 8:05 AM

I. Mission Moment

- a. Dwight Ho-Sang provided an overview of KIPP Woodson Park Academy's first two weeks and introduced KIPP Woodson Park Academy 5th Grade Scholars who performed.

II. Endowment Updates

- a. Dave Howland provided an update on the endowment and highlighted the endowment's continued growth as well as highlighted the recipients of some of the scholarships. The endowment is currently at \$2,373,717 with \$283,415 in scholarship dollars distributed.
- b. David Berger spoke and provided an update on the David and Maureen Berger Scholarship as well as the selection process.

III. Consent Agenda (Joe Arnold)

- a. Jim Bostic motioned and Deb Sudbury seconded to accept the consent items. The motion carried unanimously.
 - i. Conflict of Interest
 - ii. Code of Ethics
 - iii. Fingerprint Consent Form
 - iv. Slate

IV. Executive Director Report (Kinnari Patel-Smyth)

- a. Update from KIPP Foundation
 - i. A former KIPP Foundation leader is pursuing a civil action against KIPP.
- b. Summer Updates
 - i. July – Operations Institute, Leader Week, SY 2019-20 Annual Priorities Launch, New Hire Orientation, Regional Kick-Off, Primary School Summit, Secondary School PD Days
 - ii. August – First Days of School, School Culture Observations, Braves Game Fundraiser
 - iii. The region is continuing its focus on Joy, Feedback, and Super Levers. In addition, schools are focused on increasing Content Knowledge. Finally, Equity is the foundation that underpins all of the work at KIPP Metro Atlanta.
- c. Dashboard
 - i. Matriculation
 - 1. This was the first year that all primary schools matriculation grades to the middle school. For the first time in 16 years for KIPP Metro Atlanta Schools in the Atlanta Public Schools district did not have 5th grade seats.
 - 2. Kindergarten enrollment has gone down across the city and state over the last two years. The Kindergarten waitlist is 229 families.
 - 3. 92% of scholars matriculated to a KIPP Middle School from a KIPP Primary School. The 5th Grade Waitlist is 587 families.
 - 4. 57% (147) of scholars matriculated to KIPP Atlanta Collegiate. A dip was seen at KIPP Vision Academy from 2018-19, however a higher number of scholars matriculated from KIPP STRIVE Academy.
 - ii. Teacher/Staff Retention
 - 1. 75% staff retention and 76% teacher retention.
 - iii. Finance
 - 1. Fiscal Year 19 ended at .3% over budget with 2 months cash on hand.
 - 2. Current Fiscal Year 20 projections end the year with 1.4 months cash on hand, inclusive of KIPP Woodson Park Academy.
 - 3. Regional Leadership is continuing to look into the data strategy on reporting both with and without KIPP Woodson Park Academy.
 - iv. Fundraising
 - 1. The fundraising goal was surpassed for Fiscal Year 2019, raising 103% of goal.
 - 2. This year's budget is less reliant on fundraising with only 7% of the operating budget coming through fundraising.
- d. School Enrollment Update
 - i. Crystal Nasir provided an update on student enrollment:
 - 1. This year saw the launch of an enrollment strategy focused on waitlist management and revised enrollment procedures. This has resulted in a slight decrease to the overall waitlist, however families on the waitlist have all documentation needed to enroll.
 - 2. On aggregate, schools are 94% enrolled. There is a strategy to get to 100% and any thought partnership on removing barriers to enrollment from the Board is welcome.
 - 3. Schools will continue to push for 100% enrollment ahead of the October FTE count.

V. Board Chair Report (Joe Arnold)

- a. Charter Renewal
 - i. The charter renewal is not signed as the State needs to provide an update regarding academic and financial progress monitoring metrics. The State has offered to include an administrative explanation attachment, however an amendment to the actual charter is preferred. If there is an amendment, the State Board will need to vote on the amendment.
- b. Board Member Shout-outs
 - i. Special thanks to Hector who attended the KIPP Metro Atlanta Regional Kick Off.
 - ii. Hector shared that the energy from the students and staff was infectious.
 - iii. A discussion was held around the impact of the Regional Kick Off and exploring the possibility of hosting a multi-day regional celebration and professional development next year.

VI. Committee Updates

- a. Finance Committee (Dennis Love)
 - i. Policy Revisions
 - 1. Procurement – include the COO as a signer to contracts to be consistent with bylaws
 - 2. Travel Policy – Align the travel policy language between board policies and employee handbook
 - ii. Bridge Loan
 - 1. Increase the bridge loan that was part of the June vote to close the financing of the New Market Tax Credit
 - iii. Endowment
 - 1. Endowment drawdown of 4% annual spend percentage (ASP) for an \$87,502 Annual Transfer from the Endowment Fund.
 - iv. Jim Bostic motioned and Catherine Mealor seconded to approve the policy revisions and the endowment withdrawal. The motion carried unanimously.
 - v. Catherine Mealor motioned and Hector Calzada seconded to approve the bridge loan. The motion carried unanimously with Joe Arnold, Rick Deane, and Deb Sudbury recusing themselves.
- b. Development Committee Update
 - i. Catherine Mealor provided an update from the Development Committee
 - 1. ASTAYK Date – April 2nd
 - 2. Drafts and Diplomas - October 12th
 - ii. Dave Howland added that Drafts and Diplomas is targeting new relationships and new donors with a goal of building new relationships. Additionally, as part of the Capital Campaign, \$1.2 million in individual giving is needed and the Board can help support in establishing relationships and reigniting individual opportunities.

VII. Deep Dive on SY 2018-19 Data

- a. Primary Schools
 - i. Mini'imah Shaheed shared details regarding KIPP Metro Atlanta Primary Schools' performance.
 - 1. Primary School Portfolio
 - a. 2019-20 Priorities: Primary schools are pushing for true collaboration across schools to have one primary school community. Instructionally, primary schools are focused on

guided instruction to bring KIPPsters up to grade level. An additional area of focus is ensuring that teachers are prepared to teach the best lesson to all scholars the first time, through rigorous lesson internalization process.

- b. Milestones Performance: Primary schools saw growth across all tests, with a cumulative 6% gain. KIPP Metro Atlanta continues to be a better choice than the zoned neighborhood schools which performed at a rate of 23%. KIPP STRIVE Primary is the highest performing primary school for ELA. KIPP WAYS Primary 3rd Grade Math exceeded the regional 50% goal.
- c. Each schools' strengths, areas of opportunities, and focus areas were discussed.

b. Secondary Schools

- i. Jondré Pryor shared details regarding KIPP Metro Atlanta Secondary Schools' performance.

1. High School:

- a. 2019-20 Priorities: KIPP Atlanta Collegiate is focused on data driven instruction as well as rigorous lesson internalization. There is a focus on ensuring alignment between the curriculum being taught and the assessments that scholars are taking. Additionally, ACT preparation is a focus and ACT prep coursework is returning for the 2019-20 school year.
- b. 2019-20 Performance: KIPP Atlanta Collegiate's 2018-19 milestones, ACT, and AP scores were shared and discussed. KIPP Atlanta Collegiate continues to outperform other APS cluster schools. On Milestones, the 50% goal was met on Economics, and gains were seen in literature. Algebra and geometry saw declines from 2017-18. ACT score average dropped by .2, to 18.5.
- c. A robust discussion was held regarding high school curriculum, teaching, target setting, assessments, and strategy.

2. Middle Schools:

- a. 2019-20 Priorities: Middle schools are building their leadership capacity. With new leaders, there are areas of opportunity and lesson learning. There is a model of excellence at KIPP South Fulton Academy that serves as a guide for the other middle schools. Instructionally, the focus area is the Super Levers, with lesson internalization and data monitoring. Schools are looking specifically at standards where scholars struggle, and focusing on internalization of those standards and lessons.
- b. Milestone Performance: Collectively, middle schools almost hit the 50% mastery goal. In math, 5-7th grade struggled, while 8th grade had success. In science, schools collectively met the goal of 50%. In social studies, 5th grade struggled, but 8th grade saw positive increases.
- c. Each schools' strengths, areas of opportunities, and focus areas were discussed.

c. Close-Out

- i. Kinnari Patel-Smyth shared a compelling closing thanking the Board for their continued service and the continued pushes to ensure the promises made to

scholars are kept.

VIII. Adjournment

- a. Board meeting was adjourned at 12:00 PM.

Minutes taken by Angela Bond, Board Secretary

KIPP Metro Atlanta Schools

Board of Directors Meeting

Jones Day
1420 Peachtree Street, NW #800
Atlanta, GA 30309
20 Evelyn Way, NW
Atlanta, GA 30318
Friday, August 23, 2019
2:00 PM to 5:00 PM

Minutes

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Hector Calzada, Sidney Childress, Rick Deane, Mike Gaburo, Frank Glover, Sid Harris, Dennis Love, Stacey Mohr, JaKathryn Ross, Deborah Sudbury

Directors in Attendance via Phone: None

Directors Absent: W.E. Chris Lowe, Catherine Mealor

Honorary Members in Attendance: Tom Avery, Kathe Brown, Craig Jones, Tom Pritchard, Jack Ward

Honorary Members in Attendance via Phone: None

Regional Staff Members Present: Kinnari Patel-Smyth, Crystal Nasir, Angela Bond, Ra'Chel Ford, Dave Howland, Kelly Shields, Shevika Mitchell, Christina Haywood, Tim DeBruyne

The meeting was called to order at 2:05 PM

- I. **Mission Moment (Kinnari Patel-Smyth)**
 - a. Kinnari Patel-Smyth shared an update on many of the events that have happened at KIPP Metro Atlanta, including ground breaking for KIPP Woodson Park Academy, KIPP Atlanta Collegiate Homecoming, KIPP Atlanta Collegiate Ground Breaking, KIPP Soul Primary KABOOM! Playground Build, KIPP Vision Primary's Outdoor Classroom, as well as fundraising events.
- II. **Board Chair Updates (Joe Arnold)**
 - a. Joe Arnold provided an update on the status of the Charter Renewal and shared that the State Board of Education should be providing a finalized agreement soon.
 - b. Joe Arnold recognized the contributions of fellow Board Members supporting KIPPsters and alumni in Atlanta and beyond.
- III. **Financial Audit (Kelly Shields)**
 - i. Kelly Shields, Managing Director of Finance provided an overview of the FY 2019 audit process and introduced Aleisa Howell of Maudlin & Jenkins.
 - ii. Aleisa Howell from Maudlin & Jenkins provided an overview of the FY

2019 audit. There were no audit findings or material deficiencies in the financial statements of KIPP Metro Atlanta for FY 2019.

- iii. Joe Arnold provided his thanks and gratitude to the Maudlin & Jenkins team as well as the entire KIPP Metro Atlanta Finance Team for their work during the year to ensure a clean audit.

IV. Consent Agenda (Joe Arnold)

- a. Minutes, Revised Slate, and Audit
 - i. Jim Bostic motioned and Deborah Sudbury seconded to accept the FY 2019 Audit, August Board Meeting Minutes, and Revised Slate. The motion carried unanimously.

V. Executive Director Report (Kinnari Patel-Smyth)

- a. Dashboard
 - i. Kinnari Patel-Smyth reviewed the October Board Dashboard and provided an update on enrollment via Target Zip Codes and Fundraising.
- b. School Enrollment Update – Crystal Nasir
 - i. Crystal Nasir reviewed the historical context of enrollment at KIPP Metro Atlanta and provided a refresher of the revised enrollment strategy for the 2019-20 School Year.
 - ii. Crystal shared that as of the October Count FTE count, Primary Schools are 16 scholars under enrolled, Middle Schools are 11 scholars under enrolled and the High School is 2 scholars under enrolled.
 - iii. Crystal shared that some campuses are at capacity, 4 schools have exceeded their enrollment targets, and KIPP South Fulton Academy is at their all time high enrollment.
 - iv. Crystal also shared an update on enrollment at KIPP Woodson Park Academy and shared details about the enrollment process at KIPP Woodson Park Academy as well as the Administrative Transfer process through Atlanta Public Schools.
 - v. Crystal closed by sharing out next steps regarding our enrollment for the 2019-20 and 2020-21 School Years.
- c. School Safety Updates – Ra’Chel Ford
 - i. Ra’Chel Ford reviewed the evaluation of safety protocols and updated safety procedures.
 - ii. Ra’Chel shared that work is ongoing with security consultants along with district partners to develop safety training for staff members to ensure schools are safe and secure.
 - iii. Ra’Chel closed by providing an update on school health services and advised that all schools have clinic aides and that we are increasing the ability to provide immunizations to scholars to reduce barriers to enrollment/re-enrollment.
- d. Strategic Planning Update
 - i. Kinnari Patel-Smyth provided an update on the 2020 strategic plan and shared the timeline for the creation of the 2025 Strategic Plan.
 - ii. Kinnari shared that the KIPP Foundation is in the final stages of finalizing their 2025 Strategic Plan and that upon completion, KIPP Metro Atlanta Schools will be able to cascade the planning process.
- e. CCRPI
 - i. Kinnari Patel-Smyth shared that an update on CCRPI will be forthcoming when that data become public.
- f. Gratitude

- i. Kinnari Patel-Smyth shared her gratitude with the board for their support in ensuring that the promises made to KIPPsters are kept.
- ii. The Board held an organic conversation regarding advocacy and the work that the Board can do to ensure that the voice of KIPPsters is heard both locally and nationally.

VI. KTC Data Deep Dive (Dave Howland)

- a. Dave Howland highlighted KIPP alumni who are persisting in college as well as some who have graduated from college.
- b. Dave shared an update on the work force planning process that the KTC team undertook over the course of the year, including onboarding a number of new members to the team, adding a Data and Operations manager, two new KAC Counselors, and rebuilding the Persistence Team.
- c. Dave provided an overview of the spectrum of support that KTC offers, including College Match to Strong Transition, College Persistence, and College Graduation.
- d. Dave shared updates to KTC College Match programming this year:
 - i. The KTC team is leverage You Science to help with college match and career planning.
 - ii. All students are receiving ACT prep support in their junior year.
- e. Dave shared an update on College Match, Acceptances, Matriculation and Persistence.
 - i. There are over 1700 KIPP Atlanta Alumni at this time.
 - ii. Acceptance & Matriculation
 - 1. 88% of KAC's 2019 graduating class received college acceptance compared to 63% of non-KAC 2019 graduates.
 - 2. 74% of KAC's 2019 graduating class matriculated to college compared to 62% of non-KAC 2019 graduates.
 - iii. Persistence
 - 1. The average graduation rate of our first four classes of graduates is at 26% - 16% above the national average for low income, minority students.
 - 2. 15% of the class of 2015, KAC's first graduating class, have graduated from college and 46% are persisting.
 - 3. KTC has had good traction with 2-year students transferring into 4-year degree programs.
- f. A robust discussion was had about the KTC college match and preparation process to ensure all students are on the path to and through college. The Board further discussed ideas for the team to reflect on as we prepare for 2025 strategic planning.

VII. Gratitude (Kinnari Patel Smyth)

- a. Rick Deane recognized Kim Anderson for her service to the KIPP Metro Atlanta Schools Board and thanked her for her years of service.
- b. Kinnari Patel-Smyth echoed Rick's sentiments and thanked Kim for her years of service, commitment, and thought partnership during her time on the KIPP Metro Atlanta Schools Board.

VIII. Adjournment

- a. Board meeting was adjourned at 5:00 PM.

Minutes taken by Angela Bond, Board Secretary

KIPP Metro Atlanta Schools

Board of Directors Meeting

KIPP STRIVE Primary School
1448 Lucille Ave
Atlanta, GA 30310
Friday, December 6, 2019
8:00 a.m. – 12:00 p.m.

Minutes

Directors in Attendance: Jim Bostic, Hector Calzada, Rick Deane, Mike Gaburo, Frank Glover, Dennis Love, Stacey Mohr, JaKathryn Ross, Deborah Sudbury

Directors in Attendance via Phone: Gayle Burnett

Directors Absent: Joe Arnold, Sidney Childress, Sid Harris, Catherine Meador, Stacey Mohr

Honorary Members in Attendance: Kathe Brown, Craig Jones, Tom Pritchard

Honorary Members in Attendance via Phone: None

Regional Staff Members Present: Kinnari Patel-Smyth, Crystal Nasir, Angela Bond, Ra'Chel Ford, Dave Howland, Kelly Shields, , Brian Franklin, Ernie Torres, Thomas Dobberke, Gary Dumesnil, Myesha Ward, Tim DeBruyne

The meeting was called to order at 8:10 PM

- I. **Mission Moment (Kinnari Patel-Smyth)**
 - a. Kinnari Patel-Smyth introduced the KIPP STRIVE Primary School Phoenix Dance Company. Scholars from the Phoenix Dance Company shared a brief history of the dance company and then performed two pieces for the Board.
- II. **Board Chair Updates (Rick Deane)**
 - a. Rick Deane provided the Board Chair updates. Rick urged members to prioritize attending the January meeting as there will be training provided for Board Members that will help satisfy their governance training requirements for the year.
 - b. Rick asked Dave Howland to provide an update on holiday card signing and the annual report. Dave advised that holiday cards will be at the regional office the week of December 16 and Board Members are invited to come and sign cards. Dave further advised that the annual report has been sent to supporters. Dave shared that additional copies of the annual report are available to Board members if they so desire.
 - c. Rick asked Kinnari Patel-Smyth to provide an update on Appendix A. Kinnari advised the Board that we are still waiting on a finalized version of Appendix A from the State Department of Education.

- d. Rick recognized Frank Glover and Deb Sudbury for stepping in to co-chair the Development Committee. Rick further recognized Frank and Chris Lowe for serving as Host Committee Chairs for Are You Smarter than a KIPPster.

III. Consent Agenda (Rick Deane)

- a. Minutes
 - i. Jim Bostic motioned and Frank Glover seconded to accept the October 24, 2019 Board Meeting Minutes. The motion carried unanimously.
- b. KSFA Letter of Assurances
 - i. Hector Calzada motioned and Jim Bostic seconded to approve the KSFA Letter of Assurances. The motion carried unanimously.

IV. Executive Director and Schools Report (Kinnari Patel-Smyth)

- a. Dashboard
 - i. Kinnari Patel-Smyth provided an update on KIPP Metro Atlanta schools, sharing that staff is recharged after the Thanksgiving break and is looking forward to closing out the calendar year strong.
 - ii. Kinnari further shared that the Board Dashboard has been updated and walked the Board through the updated dashboard.
- b. School Report
 - i. Kinnari shared a brief overview of CCRPI scores with the Board leading to a short conversation on CCRPI and reporting.
 - ii. Kinnari shared that KIPP Vision Primary School and KIPP Vision Academy were recognized as Reward Schools and KIPP South Fulton Academy was recognized as a Distinguished School.
 - iii. Kinnari shared an update on scholar retention. Overall, scholar retention at KIPP Metro Atlanta was flat from the previous year, staying at 87%
 - iv. Kinnari provided an update on the 2018-19 graduation rate at KIPP Atlanta Collegiate, which was at 86%. Kinnari advised that 40 additional scholars graduated in 2018-19 compared to 2016-17. A thorough discussion was held regarding the high school graduation rate as well as resource allocation to ensure strong matriculation, enrollment, and academic support.
 - v. Dave Howland provided an update on college stop-out. The overarching persistence framework was discussed as well as some of the reasons for college stop-out. Dave shared that the main reason for college stop-out is financial. Dave shared that the KIPP Through College Team is prioritizing financial literacy in the college match process to ensure that KIPPsters are fully informed in making college placement decisions.

V. Deep Dive Discussion: Advocacy (Dave Howland)

- a. Dave Howland provided an update on KIPP Metro Atlanta Schools Advocacy, as well as the national, state, and local context for charter schools.
- b. Dave shared an update on the national landscape for charters as well as the policy debate in the context of upcoming elections. Dave shared that candidates' policy proposals have both positive and negative components for charter schools. Dave further provided an update on the KIPP Foundation's advocacy efforts to increase charter support nationally.
- c. Dave shared updates regarding the state and local context for charters, updating the Board around potential issues that the Georgia Legislature might take up as well as highlighting some local issues in Atlanta.
- d. Dave then provided the Board with key talking points to prepare them to be better

advocates on behalf of KIPP Metro Atlanta.

- e. A robust discussion was held regarding how the Board can be better prepared to further their advocacy efforts as well as key messaging that will resonate across all spectrums.

VI. Deep Dive Discussion: Growth (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth started the Deep Dive Discussion on growth with an overview of the historical context of KIPP Metro Atlanta Schools growth plan.
- b. Kinnari refreshed the Board's recollection that a second High School and a primary school in Fulton County were part of the second Growth Plan that the Board adopted as part of the 2020 Strategic Plan.
- c. Kinnari advised that the timeline to open a second High School for the 2023-24 school year is to ensure that there is a high school for the matriculating 8th grade class that year, which will total more than 400 scholars.
- d. Kinnari shared that a primary school in Fulton County would allow KIPP South Fulton Academy to have a K-8 continuum for scholars in Fulton County.
- e. Kinnari shared that in order to grow, there needs to first be a charter authorizing our growth, a talent pipeline to meet the needs of the new school and finally a financially sustainable facility solution. Kinnari further reiterated that throughout this process, it is necessary that there be sustained community engagement with the local community.
- f. After sharing the timeline and growth requirement, Kinnari invited the Board to ask questions regarding the proposed timeline and requirements for growth.
- g. The Board held a robust discussion around growth. The discussion focused on multiple topics, including location of a second high school, the current political climate in Atlanta and Fulton County, potential avenues with the State, facility availability, and the necessary advocacy strategy.
- h. Kinnari closed by encouraging Board Members to continue to share their feedback and ask necessary questions over the coming weeks and months.

VII. Next Steps and Closing (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth reviewed the Board meeting calendar and highlighted upcoming school tours.

VIII. Adjournment

- a. Board meeting was adjourned at 11:30 a.m.

IX. Executive Session

- a. Call to order at 11:35 a.m. and adjourned at 11:50 a.m.

Minutes taken by Angela Bond, Board Secretary

KIPP Metro Atlanta Schools

Board of Directors Meeting

KIPP South Fulton Academy
1286 Washington Road
East Point, GA 30344
Friday, January 20, 2020
8:00 a.m. – 12:00 p.m.

Minutes

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Hector Calzada, Sidney Childress, Mike Gaburo, Frank Glover, Dennis Love, W.E. “Chris” Lowe, Catherine Mealor, JaKathryn Ross, Deborah Sudbury

Directors in Attendance via Phone: None

Directors Absent: Rick Deane, Sid Harris, Stacey Mohr

Honorary Members in Attendance: Tom Avery and Tom Pritchard

Honorary Members in Attendance via Phone: None

Regional Staff Members Present: Kinnari Patel-Smyth, Crystal Nasir, Dave Howland, Kelly Shields, and Tim DeBruyne

School Members Present: Siobhan Gardner, Brandom Jones, and Britnie Franklin

The meeting was called to order at 8:20 PM

I. Mission Moment – KIPP South Fulton Academy State of the School (Siobhan Gardner)

- a. Siobhan Gardner, Principal of KIPP South Fulton Academy, delivered the State of the School for KIPP South Fulton Academy. Siobhan started by naming the school priorities, Joy, Feedback, and Literacy. Siobhan then highlighted extracurricular activities at KSFA, including Volleyball, Debate, Homecoming, and Football. Siobhan next shared facilities updates at KSFA, including updates to the gym, security cameras, and bathroom upgrades. Siobhan next shared updates around KSFA’s performance, including a CCRPI score of 91.8. Siobhan finally shared the spotlight on teachers at KSFA, including Sean Chinn whose scholars’ performed among the top 10% in the state, Keith Johnson who had the 4th highest scholar growth of all teachers in Fulton County, and Pam O’Neal who was in the top 5% in achievement across.

II. Consent (Joe Arnold)

a. Consent

- i. Minutes
- ii. KIPP South Fulton Academy State of the School
- iii. Approval to amend charter to add additional seats with Atlanta Public School for

a second high school and Fulton County Schools for a primary school in Fulton County

1. Jim Bostic motioned and Sidney Childress seconded to accept the December 6, 2019 Board Meeting Minutes, the KIPP South Fulton Academy State of the School, and approval to amend the KIPP Metro Atlanta Charter to add additional seats with Atlanta Public Schools for a second high school and Fulton County Schools for a primary school in Fulton County. The motion carried unanimously.

b. Updates

- i. Kinnari Patel-Smyth reminded the Board that Are You Smarter than a KIPPster is on April 2, 2020 at 6:00 p.m. Additionally, Kinnari shared that the KIPP Foundation Board will be hosting a dinner in Atlanta on Wednesday, May 6, 2020 at 6:30 p.m. Kinnari urged the Board to consider attending.
- ii. The Board asked that we provide calendar invites to Board Members for the KIPP Foundation Board Dinner as well as College Signing Day.

III. Board Training

a. Training Hours

- i. The Board transitioned into annual training.
- ii. Jeff Homan from the Georgia Charter Schools Association was on hand during the meeting to provide training hour credits for the Board.

b. KIPP Foundation Mission and Vision (Kinnari Patel-Smyth)

- i. Kinnari Patel-Smyth began the Mission and Vision section of the Board Training outlining that the KIPP Foundation wanted to unify KIPP's Mission and Vision and center the Mission and Vision around the voices of our scholars, alumni, and families. Kinnari next provided an overview of the process that the KIPP Foundation took to develop the new Mission and Vision, including focus groups, surveys, and feedback sessions.
- ii. Kinnari then shared the key takeaways that the KIPP Foundation heard during this process, which included ensuring every student had access to a great education regardless of race or zip code, the need for a high-quality education to be included in the language, support for students on the right path, focus on relationships, and the need to support scholars in building confidence and learning to advocate for themselves.
- iii. Kinnari transitioned to share the new Mission and Vision. The updated Vision is that "Every child grows up free to create the future they want for themselves and their communities." The update Mission is "Together with families and communities, we create joyful, academically excellent schools that prepare students with the skills and confidence to pursue the paths they choose – college, career, and beyond – so they can lead fulfilling lives and build a more just world."
- iv. The Board then held a brief discussion about the new Mission and Vision. Kinnari provided answers to questions the Board had around specific language choice and provide additional historical context.
- v. Kinnari closed by providing a timeline for the adoption and roll out of the new shared Mission and Vision.

- c. **Committee Charter Revisions Purpose & Role (Tim DeBruyne)**
 - i. Tim DeBruyne started the session by reviewing the purpose of Committee Charters and outlining the importance of periodic review of Committee Charters. Tim walked the Board through the process that the Committee would use to review and revise their charters. Tim provided the Committees with guiding questions to lead their analysis of the Committee Charters and proposed revisions.
- d. **Committee Charter Revision Work Time (Tim DeBruyne)**
 - i. Board Members worked in committee to review Committee Charters and to propose potential changes. Crystal Nasir facilitated the Advocacy Committee, Dave Howland facilitate the Development Committee, Kelly Shields facilitated the Finance Committee, and Kinnari Patel-Smyth facilitated the Committee on Directors.
- e. **Committee Charter Revision Share Out (Tim DeBruyne)**
 - i. Each Committee then shared out proposed revisions to their respective Committee Charters. Each committee provided rationale for the proposed changes and the Board provided feedback to Committees. The Board held a discussion around the process for non-directors to become members of a Committee as well as the voting rights of non-directors.
 - ii. Tim closed the session by reviewing the revision process for the Board and shared that the Board will vote in June on any potential revisions following Committee on Directors and Attorney review.

IV. Next Steps and Closing (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth reviewed the Board meeting calendar and highlighted upcoming school tours.

V. Adjournment

- a. Board meeting was adjourned at 11:45 a.m.

Minutes taken by Tim DeBruyne, Director of Special Projects

KIPP Metro Atlanta Schools

Board of Directors Meeting

Eversheds Sutherland
999 Peachtree Street, NE
Atlanta, GA 30309
Friday, February 28, 2020
2:00 p.m. – 5:00 p.m.

Minutes

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Rick Deane, Frank Glover, Sid Harris, Dennis Love, W.E. “Chris” Lowe, Catherine Mealar, Stacey Mohr, JaKathryn Ross, Deborah Sudbury

Directors in Attendance via Phone: Hector Calzada

Directors Absent: Sidney Childress, Mike Gaburo

Honorary Members in Attendance: Kathe Brown, Craig Jones, Marni Mohr

Honorary Members in Attendance via Phone: Tom Avery

Regional Staff Members Present: Kinnari Patel-Smyth, Crystal Nasir, Mini’imah Shaheed, Courtney Bell, Ra’Chel Ford, Dave Howland, Kelly Shields, and Tim DeBruyne

School Members Present: Amy Bryson

The meeting was called to order at 2:10 p.m.

I. Mission Moment – KIPP Soul Academy School Design Plan (Amy Bryson)

- a. Amy Bryson started the meeting with an overview of the school vision for KIPP Metro Atlanta’s newest school, KIPP Soul Academy. KIPP Soul Academy will be opening in August 2020, with grades 5 and 6. Amy went in depth around the school’s instructional and cultural vision. Amy concluded by answering questions from the Board around instructional planning and providing resources for scholars and staff.

II. Consent (Joe Arnold)

a. January Minutes

Jim Bostic moved the January Minutes, Catherine Mealar seconded. The motion passed unanimously.

b. 990

Dennis provided an overview of the 990. Dennis shared that we file two 990s, first for the KIPP MAC Parent Company and the KIPP Opportunity Fund. Dennis Love moved the motion to approve the filing of the 990, Gayle Burnett seconded. The motion passed unanimously.

III. ED Updates (Kinnari Patel-Smyth)

a. Board Dashboard

- i. Kinnari shared an overview of the February Board Dashboard. Kinnari reminded the Board that the February iteration of the Board has no academic updates. Kinnari reviewed the Board dashboard highlighting our enrollment by zip code, fundraising progress, and financial health.

b. Regional Updates

- i. Kinnari shared an update on the Charter Amendment Process with Atlanta Public Schools. Kinnari shared that shortly after the KIPP Metro Atlanta Board voted to authorize seeking an amendment from Atlanta Public Schools for additional seats for a second high school, Atlanta Public Schools provided additional guidance about the amendment process.
- ii. Kinnari shared that upon receipt of the updated process, we began looking for facilities that would be suitable for a high school. These facilities are located in the south and east side of Atlanta.
- iii. Kinnari reminded the board that there are currently 450 5th Grade KIPP Families and that we only have capacity for 200 9th graders at KIPP Atlanta Collegiate.
- iv. Kinnari finally shared that we would be delaying our request to the district.
- v. Kinnari shared that this delay will allow KIPP to engage with our families and work alongside the community to identify a location for the high school.

c. School Updates

- i. Crystal Nasir shared an update on the KIPP South Fulton Academy lottery and the welcoming of 115 new families to the KIPP South Fulton Academy community.
- ii. Mini'imah Shaheed shared an update on the 100th day of school and shared pictures of primary school scholars celebrating across the region.
- iii. Ra'Chel Ford provided an update on construction of KIPP Atlanta Collegiate and KIPP Woodson Park Academy.

IV. Board Chair Updates (Joe Arnold)

- a. Joe Arnold began his updates by thanking Kelt, Jon, and Amelia from Bain and Co. for their support in 2025 Strategic Planning.
- b. Joe next recognized Kathe Brown and Sid Harris for their above and beyond support of KIPP Metro Atlanta. Sid thanked Kathe for inspiring him and his wife to renew their commitment to KIPP Metro Atlanta. Kathe expressed her gratitude and reiterated that the commitments Board Members make is so important.
- c. Joe thanked Frank Glover and Chris Lowe for their leadership around Are You Smarter Than A KIPPster?
- d. Dave Howland provided an update on Are You Smarter Than A KIPPster? Dave shared that there are only a few tables remaining. Dave shared that the Development Team would like to partner old and new friends of KIPP with them at the event and asked that Board Members let them know if they had open seats so that they could be partnered with old and new friends.
- e. Joe next reminded board members about the upcoming revision process to committee charters and thanked them for their work during January's meeting.
- f. Joe finally congratulated Kinnari on her acceptance into the inaugural class at The Broad Center at Yale School of Management.

V. Deep Dive Discussion: 2025 Strategic Planning (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth started by providing an overview of the KIPP Foundation National Network Strategy and Approach and highlighted Bain's involvement in the process.
- b. Kinnari thanked the Bain team for their support and opened the floor to Kelt Kindick to provide an overview of the Bain engagement
- c. Kelt Kindick introduced the Bain team and shared a brief overview of Bain's desired approach and then turned it back over to Kinnari.
- d. Kinnari then led the Board through each of the 4 strategic pillars that the 2025 Strategy would focus on: Alumni Success, Learning Experience, Community Engagement and Advocacy, and Growth. Kinnari highlighted that at the center of this work is racial justice.
- e. The Board then broke into four groups and spent time engaging with the four pillars.
- f. The Board came back together and each group shared out key themes that they saw in each of their respective pillars.
 - i. Alumni Success: The Alumni Success team was enthused to see a spotlight on academic rigor and no compromising academic success. The group highlighted the need to ensure strong ACT Prep and college and career counseling for KIPPsters.
 - ii. Community Engagement: The Community Engagement Team saw an opportunity to lift up the anti-racist movement and elevate that in the conversation.
 - iii. Growth: The Growth Team identified structural and organizational challenges to growth and highlighted the need to continue to develop talent and fundraising.
 - iv. Learning Experience: The Learning Experience team focused on the need to ensure high quality instruction and highlighted the opportunity to engage in learning and sharing learning together as an organization and to leverage talent throughout the organization to continue to drive results.
- g. Kinnari closed out the session with an overview of the timeline for Strategic Planning and highlighted the opportunities the Board will have to work alongside the Leadership Team in crafting the 2025 Strategic Plan.

VI. Next Steps and Closing (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth reviewed the Board meeting calendar and highlighted upcoming school tours.

I. Adjournment

- a. Board meeting was adjourned at 4:50 p.m.

II. Executive Session (Joe Arnold)

- a. Joe Arnold asked for a motion for the Board to move into executive session and include Honorary Directors in the Executive Session. Jim Bostic moved the motion, Sid Harris seconded. Executive Session was called to order at 4:55 p.m. and adjourned at 5:20 p.m.

Minutes taken by Tim DeBruyne, Director of Special Projects

KIPP Metro Atlanta Schools

Board of Directors Meeting Minutes

April 24, 2020

Due to COVID-19 this meeting was held virtually

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Hector Calzada, Sidney Childress, Rick Deane, Mike Gaburo, Frank Glover, Sid Harris, Dennis Love, W.E. “Chris” Lowe, Catherine Meador, Stacey Mohr, JaKathryn Ross, Deborah Sudbury

Directors Absent: None

Honorary Members in Attendance: Tom Avery, Kathe Brown, Craig Jones, Marni Mohr, Tom Pritchard, Jack Ward

Regional Staff Members Present: Kinnari Patel-Smyth, Angela Bond, Crystal Nasir, Jondré Pryor, Mini’imah Shaheed, Courtney Bell, Ra’Chel Ford, Dave Howland, Kelly Shields and Tim DeBruyne

School Members Present: None

The meeting was called to order at 9:08 a.m.

- I. **Mission Moment (Kinnari Patel-Smyth)**
 - a. Kinnari Patel-Smyth shared the Mission Moment highlighting the Wave Parade which welcomed our scholars back from Spring Break. Kinnari next highlighted updated construction at KIPP Woodson Park Academy and KIPP Atlanta Collegiate
 - b. The Mission Moment concluded with a screening of the new KIPP Metro Atlanta Schools promotional video that was to be released at Are You Smarter Than a KIPPster?
- II. **Board Chair Updates & Gratitude (Joe Arnold)**
 - a. Joe Arnold provided an update on Appendix A. Joe updated the Board that the State Board of Education corrected the KIPP Metro Atlanta Charter to reflect the correct number of seats. Joe further shared that he would keep the Board abreast of any updates with Appendix A.
 - b. Joe next thanked the Board for participation in One-on-One Engagement Calls and shared that the Board’s feedback was critical to helping to continue to improve.
 - c. Joe thanked the Board for their continue support around Are You Smarter Than a KIPPster? And urged Board Members to continue to publicize the event within their networks.
 - d. Joe finally highlighted that the new KIPP Metro Atlanta Schools video was produced by Craig’s son.

III. Consent (Joe Arnold)

- a. Policy Update
 - i. Kinnari Patel Smyth shared provided the Board with an update around the policy revision that was being sought. Specifically, due to COVID19, we began raising private dollars to support our families most in need. Kinnari shared that our finance policy prohibits purchase of gift cards. Kinnari requested that the Board vote to temporarily allow the purchase of gift cards for our families most in need with the funds raised from the Emergency Fund. Kinnari emphasized that the only funds that would be used were the private philanthropic funds.
 - ii. The Board held a brief discussion and aligned that the policy would allow for a temporary exception through July 30, 2020, not to exceed \$70,000 of the philanthropic funds raised.
 - iii. Joe Arnold motioned, Stacey Mohr seconded, the motion passed unanimously.
- b. February Board Minutes and Executive Committee Meeting Minutes
 - i. Sidney Childress moved, Rick Deane seconded, the motion passed unanimously.

IV. ED Updates (Kinnari Patel-Smyth)

- a. Distance Learning Updates
 - i. Kinnari Patel-Smyth started the ED Updates with an overview of KIPP Metro Atlanta's COVID-19 response framework and re-shared the phased implementation plan that KIPP Metro Atlanta adopted.
 - ii. Kinnari advised that while we were in Phase 3: Distance Learning, KIPP Metro Atlanta leaders were actively planning for Phase 4: Resuming Operations.
 - iii. Mini'imah Shaheed provided the Board with an update on Primary School distance learning and Jondré Pryor provided an update on Secondary School distance learning.
 - iv. Crystal Nasir shared an update on meal distribution and highlighted the work that KIPP Metro Atlanta School Nutrition Staff did to support meal distribution in concert with Atlanta Public Schools, provided more than 160,000 meals each week.
 - v. Ra'Chel Ford shared an update on the technology distribution and the distribution of more than 2,500 devices to scholars to support distance learning. Ra'Chel also highlighted the work of the Health Services team, supporting our scholars remotely.
 - vi. Kelly Shields provided an update on the FY20 budget, highlighting actions that the region took and provided an update on the FY21 budget.
 - vii. Dave Howland shared updates from the Marketing and Communications Team including enhancements to the website and more frequent communications.
 - viii. Courtney Bell shared details around the launch of virtual organization culture and virtual hiring for the 2020-21 school year.
 - ix. Angela Bond closed by sharing results from a staff pulse-check survey.
- b. KTC Updates

- i. Kinnari Patel-Smyth shared an update from the KIPP Through College Team, highlighting the work that they have done to pivot to virtual while providing support to our KAC scholars and alumni.
 - ii. Kinnari also shared updates from KTC, including the college acceptances to universities across the country, including the first acceptance into the Berklee College of Music.
 - c. Waiver Updates
 - i. Kinnari provided the Board with an overview of the Waivers that the State applied for and received from the Department of Education. Kinnari further shared that KIPP Metro Atlanta is operationalizing these waivers granted from the state.
 - d. 2025 Strategic Planning Update
 - i. Kinnari concluded the ED Updates with an update on the 2025 Strategic Plan. Kinnari shared that Bain had pivoted and provided assistance with the COVID-19 response.
 - ii. Kinnari shared that Bain was pivoting back to the 2025 Strategic Plan work.
- V. **Committee Updates**
 - a. Development Committee
 - i. Dave Howland shared an update on the Development Committee's work, highlighting that 98% of the FY20 operating budget goal had been raised and 89% of the capital campaign had been raised.
 - ii. Dave further provided an update on Are You Smarter Than A KIPPster? and again asked for the Board's help in ensuring that we met our fundraising goal, even though the event had been shifted to a virtual event.
 - b. Finance Committee
 - i. Kelly Shields provided an overview of the Finance Committee's recent actions. Kelly highlighted that the Finance Committee is meeting more regularly due to COVID-19.
 - c. Advocacy Committee
 - i. Dave Howland provided an update that the Advocacy Committee was monitoring progress with the FY21 budget at the state level.
 - ii. Dave further shared that there would continue to be outreach work with Fulton County School and local support organizations in East Point.
 - d. Committee of Directors
 - i. Tim DeBruyne provided an update to the board on the revisions to committee charters and by-laws.
- VI. **Close Out**

Kinnari Patel-Smyth thanked the Board for their continued dedication to KIPP Metro Atlanta.

The meeting was adjourned at 11:00 a.m.

Minutes taken by Angela Bond, Board Secretary

Board of Directors Meeting Minutes

June 18, 2020

Due to COVID-19 this meeting was held virtually

Directors in Attendance: Joe Arnold, Jim Bostic, Gayle Burnett, Hector Calzada, Sidney Childress, Rick Deane, Mike Gaburo, Frank Glover, Sid Harris, Dennis Love, W.E. “Chris” Lowe, Catherine Mealor, Stacey Mohr, JaKathryn Ross, Deborah Sudbury

Directors Absent: None

Honorary Members in Attendance: Kathe Brown, Craig Jones, Tom Pritchard

Regional Staff Members Present: Kinnari Patel-Smyth, Angela Bond, Crystal Nasir, Jondré Pryor, Mini’imah Shaheed, Courtney Bell, Ra’Chel Ford, Dave Howland, Kelly Shields and Tim DeBruyne

School Members Present: None

The meeting was called to order at 9:03 a.m.

- I. **Mission Moment (Kinnari Patel-Smyth)**
 - a. Kinnari Patel-Smyth shared an update on end of year celebrations highlighting celebrations across our schools.
 - b. Kinnari next shared an update on the Class of 2020, highlighting that they earned \$13.7 million in scholarship dollars. Kinnari shared that the KIPP Foundation was putting together a virtual celebration for the Class of 2020 and invited the Board to attend. Kinnari also shared that when conditions allowed, we will have a celebration for the Class of 2020.
 - c. Joe Arnold next highlighted the peaceful protest that took place at the KIPP STRIVE Campus. Rick Deane, who was in attendance at the event, shared his reflections. Additionally, Marni Mohr shared her thoughts on the event via a provided video. Marni urged the Board to continue the discussion and support the work that lies ahead.
- II. **Consent (Joe Arnold)**
 - a. **Board Slate**
 - i. Joe Arnold reviewed the Board Slate and committee membership for the 2020-21 School Year. Joe additionally reviewed the meeting calendar for board meetings and committee meetings. Rick Deane moved to adopt the slate, Jim Bostic Seconded. The motion passed unanimously.
 - b. **Loans, Minutes, & Calendar**
 - i. The Finance Committee recommended taking on two loans – one in the amount of \$100,000 from the Walton Foundation at 1% simple interest over 3 years and one from the Charter School Growth Fund in the amount of \$300,000 at 0% interest over 20 months.

- ii. Additionally, the minutes from the April 24, 2020 board meeting and the 2020-21 board calendar were reviewed.
- iii. Dennis Love moved to approve taking on the loans, approving the April board meeting minutes, and the 2020-21 meeting calendar, Sid Harris seconded. The motion passed unanimously.

III. Budget

- a. Kelly Shields provided an update on the FY 21 Budget. Kelly shared that the Finance Committee had approved the recommended budget at the Finance Committee meeting.
- b. Kelly shared reviewed the budget process with the Board and reminded the Board of the changes to assumptions that occurred throughout the spring due to COVID-19.
- c. Kelly shared that the per pupil rate was expected to decline by approximately 2% for FY 21 due to the decline in state revenue. Kelly shared that per pupil revenue would increase by approximately 8% due to increased enrollment.
- d. Kelly reviewed the potential risks for FY21 and highlighted the steps that KIPP Metro Atlanta was prepared to take to mitigate and respond.
- e. Dennis Love moved to adopt the FY 21 Budget, Jim Bostic seconded. The motion passed unanimously.

IV. Equity Session (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth next reviewed the updated KIPP Metro Atlanta Mission and Vision with the Board. Kinnari provided additional context about the creation of the Mission and Vision and the process that the KIPP Foundation took to create and refine the Mission and Vision.
- b. Joe Arnold then transitioned to open a conversation around race and invited the board to share their experiences with race.
- c. Board Members and KIPP Metro Atlanta staff shared their perspectives around the current time and place in America and their experiences with race. The Board discussed how they can work to support KIPPsters across Atlanta and ensure that we are a more equitable organization.

V. Close Out (Kinnari Patel-Smyth)

- a. Kinnari Patel-Smyth thanked the Board for their continued dedication to KIPP Metro Atlanta.

The meeting was adjourned at 12:00 p.m.

Minutes taken by Angela Bond, Board Secretary