



New Heights Board of Trustees

August 30th, 2022

Starting Time: 5:00pm

Location: 1690 Main Street

Brockton, MA 02301

Join Zoom Meeting

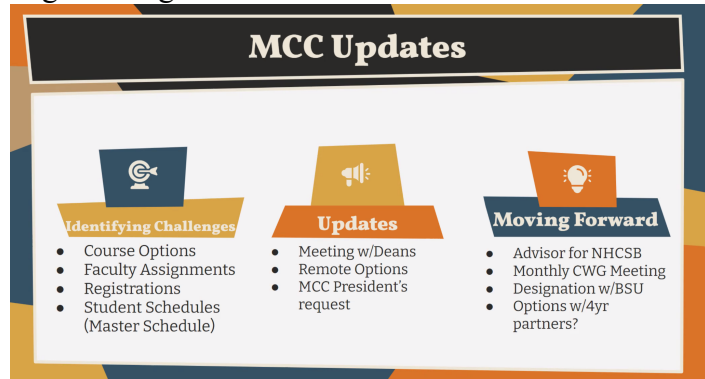
Zoom Meeting:

Description:

<https://us02web.zoom.us/j/8981912806?pwd=WHJ2dE1sTHNYVlVmNUsvTkxEaW1JZz09>

- I. Call to Order at 5:04pm
- II. Approved Board Members List
 - A. Mike Sullivan
 - B. Ollie Spears
 - C. Christina Alves
 - D. Graham Bengen
 - E. Judge Phillips
 - F. Vinnie Marturano
 - G. Emmanuel Daphnis
 - H. Steve Bernard
 - I. Nicholas Christ
 - J. Jeff Charnel
- III. Roll Call
 - A. Board Members Present
 - 1. Mike Sullivan
 - 2. Vinnie Marturano
 - 3. Christina Alves (left 6:41pm)
 - 4. Judge Phillips
 - 5. Steve Bernard
 - 6. Emmanuel Daphnis (Arrived 5:14pm, left 6:30pm)
 - 7. Jeff Charnel (Arrived 5:30pm)
 - B. Members Absent
 - 1. Ollie Spears
 - 2. Graham Bengen
 - 3. Nicholas Christ
- IV. Reading and Approval of Minutes from Board Meeting from June 28th, 2022
 - [BOT Agenda 6/28/22](#)
 - A. Moved by Vinnie Marturano
 - B. Seconded by Steve Bernard
 - 1. Passed Unanimously
 - C. Reports
 - D. Chairperson's Report (Mike Sullivan)
 - 1.
 - E. Executive Director's Report (Omari Walker)

1. College Partnership
 - a) Scheduling challenges



- (1)
 - (a) Scheduling with MCC can have a major impact on our master schedule which causes problems with liaisons as well as middle school schedules
 - (b) Some of the challenges have been resolved since the meeting with the Deans, are hopeful that the spring semester will see resolution but currently are in a similar spot as last August
 - (c) Challenge with a 4yr school is that they are private schools and don't receive the same benefits as state schools from partnering with early college schools
- (2) The scheduling problems are causing stress for teachers at NHCSB as they don't know their schedules. Concern is that MCC is taking on more partners
- (3) Graham Bengen - Will NHCSB be part of the hiring process for MCC Advisor for NHCSB?
 - (a) MCC president did mention having someone from NHCSB on the search committee when hiring and we did have input in the job description

2. Staff Retention



a)

3. Organizational Charts



a) Currently only have EC science teacher and a substitute open

5. Student Enrollment



NEW HEIGHTS CHARTER SCHOOL of BROCKTON

Current Enrolled Students by Grade (751 in TOTAL)

6 th Grade	119
7 th Grade	104
8 th Grade	113
9 th Grade	114
10 th Grade	123
11 th Grade	94
12 th Grade	84
13 th Grade	9

Current Student Enrollment by City:

Brockton	618
Randolph	53
Taunton	48
OOD	32

Current Student Enrollment by Gender:

Female	391
Male	360

Current Student Enrollment with Special Needs:

IEPs- Returning Students	64
IEPs- New Students	22
504 Plan- Returning Students	21
504 Plan- New Students	24

a)

- (1) 24 is the total number of students in FY23 with a 504, 3 incoming students have a 504 at this time

Current ELL Students:

6 th Grade	39
7 th Grade	10
8 th Grade	11
9 th Grade	8
10 th Grade	2

b)

c) Judge Phillips - did we meet our enrollment goal?

- (1) Sophia - we set a goal of 750 students enrolled for the year, we are a bit below where we would like to be currently but do have high enrollment in 6th and 10th grade and a good waitlist to fill in empty spots in September

6. FY23 Goals



NEW HEIGHTS CHARTER SCHOOL of BROCKTON

5 Year Plan

2021- 2022: Schoolwide Culture ☒

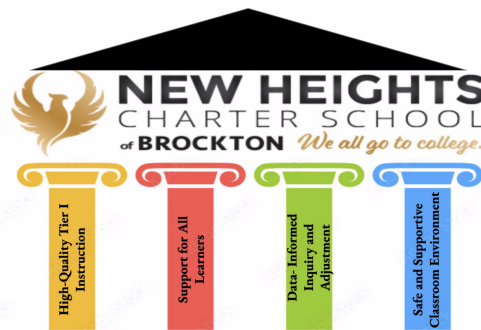
2022-2023: Developing an Effective Teaching and Learning Environment

2023-2024: Supporting the Whole Child. UDL and MTSS

2024-2025: What's different about instruction at New Heights?

2025-2026: Reflect and Innovate

a)



b)

2022-2023

(1) Teacher's will be evaluated using these pillars

**22-23 Plans To
Develop a Safe and
Supportive
Learning
Environment in
Every Classroom,
Every Day.**

Associate Principal of Culturally Responsive
Practices, **Dr. Kandice Sumner**

- The **New Heights Way** of lesson planning will include: Welcoming Practices, Engagement Strategies, and Optimistic Closures (*CASEL*).
- Professional Development will include explicit training in **Culturally Responsive Teaching**
- Discipline will shift to a more **Restorative Practice** and provide alternatives to suspension in order to reduce exclusion from the classroom

c)



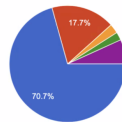


NEW HEIGHTS CHARTER SCHOOL of BROCKTON

What does High-Quality Tier I instruction look like?

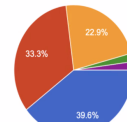
- Valid and reliable curriculum which is consistent and standards-based.
- Differentiating instruction within Tier 1 (rather than push some students who aren't learning into a Tier 2 or 3 intervention).
- The Teaching and Learning Cycle is practiced daily to help measure student learning toward mastering standards on an on-going basis using formative and summative assessments, progress monitoring, and pre and post assessments.
- **Lessons are designed so that student curiosity and learning are encouraged beyond classroom time.**

I want to attend college after leaving high school.
266 responses



Strongly Agree
Somewhat Agree
Strongly Disagree
Somewhat Disagree
Neither Agree or Disagree

I use my students' assessment scores to plan my lessons every week.
48 responses



Strongly Agree
Somewhat Agree
Strongly Disagree
Somewhat Disagree
Neither Agree or Disagree

d)

< 13

- (1) Judge Phillips - Want to address the students who don't want to attend college, isn't the goal that all students can go to college?
 - (a) Sophia - This question was more specifically targeting if students wanted to attend more college after leaving NHCSB
 - (b) Omari - most students attend our school in the beginning because of the ambition of the parents, not the student and the student's ambition might change as they age. We are looking at programs that are more certificate/credential based outside of the traditional college model
 - (c) Maria - we do stress that all students will earn college credit while they are with us and have our goal of 15 college credits, do have a lot of conversations with them throughout high school to determine the best path for them
- (2) Discussion ensued regarding benefits and drawbacks of offering support for alternatives outside of college after students graduate



NEW HEIGHTS CHARTER SCHOOL of BROCKTON

	2021					2022				
Grade	6	7	8	9	10	6	7	8	9	10
ELA	40%	50%	53%	61%		42%	43%	58%	64%	
High Need	37%	46%	50%	59%		42%	42%	55%	62%	
ELL	34%	28%	43%	46%		44%	35%	47%	43%	
SWD	25%	42%	39%	49%		34%	29%	44%	53%	
Low Income	37%	48%	52%	60%		41%	43%	56%	64%	
Math	29%	31%	34%	37%		26%	25%	33%	33%	
High Need	27%	28%	33%	36%		24%	23%	30%	30%	
ELL	24%	23%	27%	23%		22%	19%	22%	19%	
SWD	17%	17%	19%	27%		19%	12%	21%	19%	
Low Income	26%	29%	34%	37%		24%	24%	30%	31%	
Science			40%	48%				45%	38%	26%
High Need			39%	42%				43%	36%	23%
ELL			30%	30%				37%	29%	24%
SWD			31%	35%				34%	29%	27%
Low Income			41%	44%				43%	36%	24%

MCAS Raw Data:

- Although still in raw form, we can see **some progress** in our ELL student scores in ELA.
- Our students' **math scores** are extremely low.

*Raw Score reports the percentage of points a student earned out of 100%

e)

22-23 Plans to Implement High- Quality Tier I Instruction in Every Classroom, Every Day.

Associate Principal of Teaching and Learning, **Renee Lewis**

- The **New Heights Way** of lesson planning will include UbD: Understanding by Design.
- Professional Development** will take place in Professional Learning Communities, Coaching, Department Meetings, and Fridays.
- Teaching and Learning will shift to a more **rigorous, student-centered** classroom design.

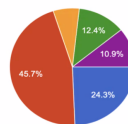
f)

How do we support all learners in our general education classroom?

- Students are making progress toward being self-directed with their learning and beginning to self-assess their learning progress.
- Multiple opportunities are provided for learning, including: whole group, small group, and 1:1 instruction, throughout the day/class. This includes group configurations that support language and content objectives.
- Teachers are differentiating instruction for students through flexible grouping, sheltered instruction, tiered assignments and scaffolds for learning in collaboration with support staff.

I feel supported by the staff at New Heights.

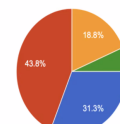
267 responses



Strongly Agree
Somewhat Agree
Strongly Disagree
Somewhat Disagree
Neither Agree or Disagree

My classroom is student-centered on most days.

48 responses



Strongly Agree
Somewhat Agree
Neutral
Somewhat Disagree
Strongly Disagree

g)

- The goal is to get every student to become an independent learner, looking closely at supports to help each student reach that goal

h)

22-23 Plans to Implement Intentional Support For All Learners in Every Classroom, Every Day.

Assistant Principal of Scholar Success, **Shana Silva**

- The **New Heights Way of lesson planning** will include daily data collection and debriefs to help inform instruction.
- Professional Development will include explicit training in **Multi-Tiered System of Supports and Language Objectives**.
- Middle School Math and Composition teachers, along with all ESL teachers will implement **Student Success Time** in the classroom.

S
Specific

M
Measurable

A
Attainable

R
Relevant


T
Time Based

i)
7. Principles of Leadership

22- 23 Plans to Accelerate all Learners in Every Classroom, Every Day.

Associate Principal of Early College Access, **Meagan Tracey**

- The **New Heights Way of lesson planning** will support college-ready skills, like Communication, Collaboration and Learner's Mindset
- Professional Development will include student support
- **College Companion Courses** will see a few changes to help all scholars build **independence**.



a)

b) Admin Evaluation Tool [NHCSB Leadership Evaluation draft.docx.pdf](#)

NHCSB Principles of Leadership

There are five key categories that encompass our principles of leadership model at NHCSB (Wisdom, Conviction, Courage, Work Ethic, and Professionalism). It is our expectation that our leaders subscribe to these five components in order to effectively manage personnel and programming at New Heights.

Wisdom	The wisdom of the whole far exceeds the individual.
Conviction	Fully embrace the mission and core values to a level where our belief systems and actions are evidenced in everything we do and say.
Courage	Leaders must be courageous enough to acknowledge and own their role in those outcomes before assigning blame to others.
Work Ethic	Defined by productivity, accountability and commitment. New Heights leaders set clear goals and expectations for themselves and others to achieve timely and accurate outcomes.
Professionalism	Work intentionally towards fulfilling and modeling the mission of New Heights

[Principles of Leadership](#)

- (1) Created an evaluation tool for leadership using the Principles of Leadership and job responsibilities as categories
- (2) Omari requests a board vote as this evaluation will replace a current policy at the school

- (a) Pastor Manny requests more time to review the evaluation tool before voting, vote will be postponed until next board meeting
8. Tiered Focused Monitoring (DESE)
- a) DESE reviews district/charter schools every three years to ensure they are meeting standards. NHCSB received 4 findings that required an action plan put in place in August 2022
- b) Sophia presented the four findings and discussed the action plans that are being implemented to address and resolve the findings

SE 32 - Parent advisory council for special education (Partially Implemented)

Description of Current Issue: A review of documents and interviews indicated that while the charter school facilitates an annual workshop on the rights of students and their parents and guardians under state and federal special education laws, **the school has not established a district-wide parent advisory council on special education.**

Action Plan: By September 30, 2022, New Heights Charter School will provide evidence of parent outreach by posting in newsletters and social media, sending emails, and calling parents to elicit participation in a SEPAC.

By December 16, 2022, New Heights Charter School will submit a list of SEPAC members and officers, and submit a list of SEPAC meeting dates for the remainder of the school year.

By March 24, 2023, New Heights Charter School will submit a copy the SEPAC by-laws, and a description of how the SEPAC will participate with school officials on matters that pertain to the education and safety of students with disabilities and the planning, development, and evaluation of the charter school's special education programs.

c)

SE 44 - Procedure for recording suspensions (Partially Implemented)

Description of Current Issue: A review of student records, documents, and interviews indicated that although the charter school has developed **a system to record the number and duration of suspensions for students in special education**, this system is not consistently implemented, and suspensions are not always accurately recorded.

Action Plan: By September 30, 2022, the charter will develop procedures to record, track and monitor suspensions of students with disabilities. The charter will also train pertinent staff on discipline Procedures.

By December 16, 2022, the charter's Principal and Director of Student Services will complete a review of discipline data, as well as a sample of student records with discipline to determine if the information is consistently and accurately recorded across Deanslist, Powerschool (SSDR), and the student's cum folder.

On a quarterly basis, the Principal, Director of Student Services, and Deans will meet to discuss the review, including the number and duration of suspensions for students in special education.

d)



NEW HEIGHTS CHARTER SCHOOL of BROCKTON

CR 10C - Student Discipline (Partially Implemented)

Description of Current Issue: A review of student records, documents, and interviews indicated that although charter school leadership periodically reviews discipline data by selected populations, the school's systems for collecting such data are not aligned to ensure accurate student suspension reports. **Such inaccuracies prevent a reliable analysis of student data, including the impact of disciplinary actions on selected student populations and the need to modify disciplinary practices due to an over-reliance on suspensions for selected student populations.**

Action Plan: By September 30, 2022, New Heights Charter School will submit a copy of the procedures to accurately record discipline data, to routinely review discipline data for accuracy, and to analyze data by selected student populations.

By September 30, 2022, New Heights Charter School will provide training to all principals on the district's procedures and tools for reviewing disciplinary data.

By December 16, 2022, New Heights Charter School submit evidence that principals review discipline data for accuracy, analyze student data for selected student populations, and identify opportunities to modify disciplinary practices to reduce reliance on suspensions.

e)

CR 16 - Notice to students 16 or over leaving school without a high school diploma, certificate of attainment, or certificate of completion (Partially Implemented)

Description of Current Issue: A review of documents and interviews indicated that although the charter school sends a notice to students, **it is not sent within five days of the student's tenth consecutive absence and does not include the following requirements:**

- The parties shall agree to the date and time for the exit interview;
- The exit interview shall occur within ten days of the notice; and
- The date and time for the exit interview may be extended at the request of the parent/guardian, but for no longer than 14 days.

In addition, a review of documents and interviews indicated that the charter school **does not send an annual written notice to former students who have not yet earned their competency determination and who have not transferred to another school to inform them of the availability of publicly funded post-high school academic support programs and encourage them to participate in those programs.**

Action Plan: By September 30, 2022, New Heights Charter School will submit:

- 1) The revised notice sent to students 16 and over and their parents/guardians within five days of the student's tenth consecutive absence, along with procedures for sending the initial notice.
- 2) Outreach procedures for students who have left school without earning their competency determination and develop an internal monitoring system to ensure implementation. The district will also provide a sample annual notice that includes all required information.
- 3) Evidence of training all pertinent staff in outreach procedures and the required notices.

By March 24, 2023, New Heights Charter School will submit evidence of internal monitoring that:

- 1) The school consistently contacts students 16 and over with ten consecutive days of absence, and to identify any possible patterns and/or trends; and
- 2) If the school sends the required annual notices.

f)

9. Service Learning Trip

a) July 2022 Dominican Republic Trip

- (1) Highlights included partnering with the DREAM project on their work in the DR
 - (a) Held an educational camp for approximately 68 students ages 7-12 in the Cangrejo community, NHCSB students stepped into the role of teacher and planned the camp
 - (b) Basketball court restoration project in Cangrejo
- (2) Students went on historical walking tours and learned about the history of the DR, learned about cultural differences between the DR and Haiti and challenges Haitians face in DR
- (3) Students created a photo journal of elders in the Cangrejo community. Taylor Hartz shared an example of these journals
- (4) Vinnie - Did you get any sense of the situation in Haiti?



NEW HEIGHTS CHARTER SCHOOL of **BROCKTON**

(a) Omari - Did discuss having a trip to Haiti with two staff who grew up in Haiti and they agreed that this wasn't the time for a trip there

(5) Jeff - Were you able to purchase uniforms for everyone?

(a) Omari - they identified 30 students who were eligible for school and we were able to get each of them a uniform. School will do fundraising to continue this moving forward

(6) Pauline Nassif - Believe that it would be good to continue relationship with Cangrejo community moving forward

10. Motion to approve Executive Director's report by Vinnie Marturano

a) Seconded by Jeff Charnel

b) Motion passed unanimously

F. Old Business

1. Gym Rental

a) Reggie Carter an update on gym rental linked below

[Herc42Skills LLC Gym Proposal](#)

(1) Original goal for rental of gym was lofty and complicated by basketball season continuing as long as it did

(2) Developed strong relationship with the state police

G. New Business

1.

V. Reports of Special Committees

A. Academic Excellence Committee (Pastor Manny)

1.

B. Finance Committee (Nick)

1. NHCSB Audit

a) Everything with the school is going well but there is a delay due to getting information from the Friends of New Heights Foundation in the proper format

(1) finances need to be recorded in Quickbooks for proper formatting

b) Need to have a fully executed audit by October and are in jeopardy of not meeting the deadline if the materials from the Foundation aren't received, school has offered to assist and pay for Central Source to assist with moving finances into Quickbooks

c) Vinnie will reach out to get the process moving

2. YTD Finances



- a) First quoted tuition rates were slightly lower than what we had budgeted on, approximately \$100,000 decrease in tuition. Omari worked with the budget team to get the numbers in line
 - b) Everything on track financially
 - 3. Motion to accept the Finance report by Vinnie Marturano
 - a) Seconded by Jeff Charnel
 - b) Motion approved unanimously
 - VI. Governance Committee (Vinnie)
 - 1. Update Board Membership
 - a) On June 9th Jeff Charnel was approved by the Commissioner
 - 2. Review Board Terms
 - a) Need to be thinking about succession planning in terms of how many successive terms can be served without a break and what the plan will be regarding the transitions
 - (1) Four board members in their 3rd terms, each coming to the end of this term within the next four years
 - (2) Three board members in their 2nd terms
 - (3) One board member in their 1st term
 - 3. Executive Director Review
 - a) Will begin the process to report back in early Fall
 - 4. Motion to accept report by Jeff Charnel
 - a) Seconded by Steve Bernard
 - b) Motion passed unanimously
 - VII. Special Orders
 - VIII. Good of the Order
 - A. Announcements
 - IX. Motion to adjourn by
 - X. Seconded by
 - A.
- Meeting adjourned at 7:14pm