

APPROVED



KIPP Academy Massachusetts

Minutes

KIPP MA Board of Trustees Meeting

Date and Time

Thursday October 23, 2025 at 9:00 AM

Location

<https://kippma-org.zoom.us/j/84067673350>

[Link to folder with documents for this meeting](#)

For additional information, please contact Kate Kiley at kkiley@kippma.org or 781-824-0998.

Directors Present

D. Borchard (remote), E. Bergman (remote), M. Fates (remote), M. Gaburo (remote), M. Kendall (remote), P. Ketterer (remote), R. Barnes (remote), S. Lim (remote), S. Pierre-Louis (remote)

Directors Absent

P. Maleh, T. Beecher

Guests Present

E. DoBell (remote), Haja Ba (remote), J. Haynes (remote), J. Nakajima (remote), K. Kiley (remote), Kate Pinto (remote), Meg MacIvain (remote), S. Clark (remote), S. Coleman (remote), Z. Trotsky (remote)

I. Opening Items

A. Call the Meeting to Order

S. Pierre-Louis called a meeting of the board of directors of KIPP Academy Massachusetts to order on Thursday Oct 23, 2025 at 9:02 AM.

B. Record Attendance

C. Updates + Celebrations

The Executive Director shared photos from the senior class sunrise and sunset experience, sharing that these are opportunities for off-site teambuilding at the start and end of the year. Due to our strong retention, several of these students have been together since grade 5. The Executive Director also shared photos from play-based learning in grades K-2.

D. Review Agenda

The Executive Director previewed the meeting agenda and highlighted that there will be time to hear from KIPP MA's new Chief Finance Officer about recent changes to the Finance Team. The Executive Director clarified that the ED Compensation section of the agenda will focus on the October portion of her bonus.

II. Consent Agenda + Items for Voting

A. Vote: Board Meeting Minutes

S. Pierre-Louis made a motion to approve the minutes from KIPP MA Board of Trustees Meeting on 09-05-25.

M. Gaburo seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

P. Ketterer	Aye
P. Maleh	Absent
R. Barnes	Aye
E. Bergman	Aye
M. Fates	Aye
T. Beecher	Absent
D. Borchard	Aye
S. Lim	Aye
M. Kendall	Aye

Roll Call

S. Pierre-Louis Aye
M. Gaburo Aye

B. Vote: New Board Member

S. Pierre-Louis made a motion to approve a new board member, Kate Pinto.
M. Fates seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

D. Borchard Aye
P. Ketterer Aye
E. Bergman Aye
P. Maleh Absent
S. Pierre-Louis Aye
M. Kendall Aye
M. Gaburo Aye
S. Lim Aye
M. Fates Aye
T. Beecher Absent
R. Barnes Aye

The Executive Director introduced Kate Pinto and asked her to tell the board a bit about herself. The Executive Director also introduced Haja Ba, who graduated from KIPP Academy Lynn Collegiate in 2020, and asked her to tell the board a bit about herself. The Executive Director also introduced Mike Giuliano, KIPP MA's new CFO, and asked him to tell the board a bit about himself.

C. Vote: Audit & Finance Update

S. Pierre-Louis made a motion to accept the audit pending issuance of the federal audit guide and waiver from the bank.
M. Gaburo seconded the motion.

A member of the Board gave an update on finances at KIPP MA. We recently missed the debt service covenant and are strategizing on how to deal with missing the covenant, including looking into health care and over staffing. In July the team also discovered that staff were paid an extra pay period in advance. This was due to an organizational shift in the start of the academic year, which led to a change in pay periods. Per updated contracts, staff are now being paid in arrears, and it is likely we will miss covenants at both schools as a result.

The Finance and Facilities Committee has spoken with lawyers and accountants about the extra pay staff received, but found no realistic solutions and so the organization is expecting a significant miss this year. KIPP MA remains stable from a cash perspective.

The CFO shared that he is still confirming the Q1 budgets and will have more solidified numbers soon.

A member of the KIPP MA team shared that this year's audit is clean, but can't be finalized yet. The auditors shared two notes for KIPP MA to work on before finalizing. A member of the KIPP MA team shared that several charters are going to be late with their audits, KIPP MA included, due to recent activity in the Federal government. The bank will need to issue a waiver prior to getting a clean audit and submitting to DESE. Most banks are offering an extension for the official audit while approving the draft on a preliminary basis with 60 additional days. The KIPP MA team will reshare the audit once we have the final approval.

A member of the Board asked if a waiver from the bank is specific to the convenance. A member of the KIPP MA team confirmed yes and that we are asking for a 60 day extension and a broader conversation with the bank, including debt service coverage and the limit to the use of cap ex.

The board **VOTED** to approve the motion.

Roll Call

P. Ketterer	Aye
T. Beecher	Absent
M. Kendall	Aye
E. Bergman	Aye
S. Lim	Aye
P. Maleh	Absent
M. Gaburo	Aye
M. Fates	Aye
S. Pierre-Louis	Aye
R. Barnes	Aye
D. Borchard	Aye

A member of the Board suggested that KIPP MA consider what the right structure of the Finance Team should be now that there is a new CFO and asked how the Board and Finance Committee can we be more proactive.

The Executive Director welcomed the opportunity to rethink the Finance Team structure and named that she looks forward to oversight and guidance from this board particularly around finance. The Executive Director shared that other charter leaders often ask if we are under enrolled. Since KIPP is fully enrolled, we are in a good spot, but we need systems, structures, and processes.

The Board Chair discussed bank strategy and how to show we are still strong by asking to renegotiate and receive a waiver. The strategy should include ensuring the bank has what they need from KIPP MA and are comfortable waiving the covenant, and that they see that KIPP MA is strong in enrollment and academics, so growth is on the horizon and

sustainable. The Board Chair shared that she asked the CFO to reach out to the KIPP Foundation for information on what other KIPP schools' debt covenant looks like.

D. Vote: ED Bonus

D. Borchard made a motion to approve the ED's bonus.

M. Kendall seconded the motion.

A member of the board shared that we annually assess a bonus award for the Executive Director. He explained that the award is given in two parts, 50% eligible in June, the other later in fall. The bonus is relative to metrics the Board has visibility on. A member of the Board shared a spreadsheet showing academic and non-academic goals as well as formulaic calculations that assess toward the goals. A member of the Board shared that the Governance and Compensation Committee met two weeks prior and recommends the calculation for the Executive Director's bonus.

The board **VOTED** to approve the motion.

Roll Call

P. Maleh	Absent
P. Ketterer	Aye
M. Gaburo	Aye
M. Fates	Aye
R. Barnes	Aye
D. Borchard	Aye
E. Bergman	Aye
S. Lim	Aye
S. Pierre-Louis	Aye
M. Kendall	Aye
T. Beecher	Absent

E. Break

III. KIPP Massachusetts Focused State of the Union

A. MCAS Deep Dive

A member of KIPP MA shared that we are going to review academics with a focus on how students are progressing and achieving academically. KIPP MA should prepare kids to meet/exceed on MCAS.

The review started with second grade data because we need to predict where they are going to score on the first test in 3rd grade. To do this, we look at foundational literacy in 2nd grade. KIPP MA uses a nationally normed test and we compare ourselves across the country. At grades K, 1 and 2 the test assesses grade level proficiency.

A member of KIPP MA shared that in middle grades we struggle with kids leaving around grade 6 when parents take them to a school/district that has a High School. Students

showed significant growth in one year. KIPP MA remains invested in evidence-based, research-based curriculum.

A member of the Board asked what EOY stands for, which is End of Year. A member of KIPP MA shared that we progress monitor students about every 2 weeks.

A member of KIPP MA reminded the Board of our goal: KIPP MA meets/exceeds state average on MCAS in 2027-28. A member of the Board ask if we have thought about creating a goal relative to other Boston charters. A member of KIPP MA shared that we want to be aligned with or better than Boston charters, but our first goal is outperform the state (meet or exceed), because if we do that, then we can be the best charter. We aren't meeting or exceeding the state in the aggregate. We are in certain student subgroups.

A member of KIPP MA shared that we met our 2027-28 goal in 10th grade ELA and Math, and in 8th grade civics at both KIPP Boston and KIPP Lynn. A member of KIPP MA shared the high school MCAS performance data.

A member of KIPP MA shared that in grades 3-8 we are not where we want to be compared to the state. Students at KIPP MA are gaining ground faster in math than ELA. Student scores fell into the range predictions we had for MCAS based on a triangulation of several data points. The KIPP MA team will administer practice MCAS before November break in order to receive an earlier data set this year.

A member of KIPP MA shared data relative to peer groups, noting that KIPP MA outperforms the sending districts in 3-8 and in grade 10 it's dramatically outperforming the sending district and state. A member of the board asked a question and clarified that MCAS is taken in grade 10 at the High School level. Additionally, a member of the Board asked why our 10th grade students perform so far above grades 3-8. A member of KIPP MA explained that we believe this is a cumulative effect: the longer students are enrolled at KIPP, the better their achievement. Members of the Board asked clarifying questions about how we review the data. A member of KIPP shared that we also review the data by grade, as well as by tracking growth and SGP.

A member of KIPP MA shared internal assessments being used at the schools this year, including i-Ready, DIBELS, and practice ACT. On i-Ready BOY comparative math data, KIPP MA is performing close to the state and the nation. Compared to KIPP national, KIPP MA is 3rd in the network.

On i-Ready BOY comparative reading data KIPP MA is again 3rd in the network at KIPP. A member of the Board asked how the KIPP Foundation is working to remediate students learning to read at the secondary level rather than jumping into literature style texts. A member of KIPP MA shared that all educators at KIPP MA received LTRS training and are able to use strategies, like choral reading, multi-syllabic decoding, etc., to improved students' ability to read.

A member of KIPP MA showed K-2 i-Ready data showing that grade 2 is a bright spot and the focus on foundational reading is paying off.

A member of KIPP MA showed current MCAS projections from i-Ready if 1) students take MCAS now with no growth, 2) students make typical growth using targets set from historical performance, and 3) all students make stretch growth. A member of KIPP MA shared that there will be new projections at each round of testing.

A member of KIPP MA shared, in summary, that we are open to learning own gaps, passing our learning on to students, and chipping away at foundational literacy in middle school. We believe if we stay this course, our kids are going to win.

IV. Essential Question Dashboard and Discussion

A. Essential Question Dashboard

The Executive Director led the Board through a review of KIPP MA goals, known as Essential Questions.

Regarding enrollment, KIPP MA is fully enrolled at or above budget, and making some progress to ensure we are getting more non-English speaking students.

Regarding the academic focused essential question, the Executive Director share that we believe we will get 15% or more students reading on benchmark. There are also specific goals about closing the gap and specific goals for students with IEPs. KIPP MA is disaggregating our own goals.

Regarding high school match, college match and persistence goals, at this time of year we want our seniors to have wish lists and have an understanding of what they are tracking towards. Our students are really engaged in the persistence support. We are now in early decision season with some students submitting as early as November 1st.

Regarding the Talent goals, the Executive Director shared that she is currently overseeing Talent with the Managing Director of Talent. We're on track to meet goals around staff retention and recruitment. The Executive Director appreciated the Managing Director of Talent and a member of the Board who have worked on a more robust talent tracking model.

Regarding the finance goal, the Executive Director shared that the goal is to collect \$1 million and 100% board giving. The Executive Director shared that KIPP MA will plan small fundraising opportunities and will start thinking about long-term strategy for the development team beginning in February

Regarding essential question 7, the Executive Director shared that senior leaders meet and talk about culture of all of our students and learners. In the October session, senior leaders discussed policy and advocacy that is impacting education.

A member of the KIPP MA team shared legislative updates regarding several bills being submitting to joint education committee. Funding would reduced by up to 70% in Boston and 50% in Lynn if bills passed. If there is a loss of funding and loss of enrollment, KIPP MA would close. A member of the KIPP MA team shared next steps, including that the house and senate members of joint education committee need to vote, which we expect to happen before the end of the calendar year. If the bills are voted in favor, the Governor makes the final decision. There is one additional bill that needs to go before joint education committee we expect in November. Our goal is to raise our voices and meet with them, including activating family voices. MCPSA will support us in trying to get meetings with some of these people. A member of the board asked what MCPSA thinks about the likelihood of the bills being pass. MCPSA is optimistic but there are several bills and there could be a reality where some are combined and passed as one.

V. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:18 AM.

Respectfully Submitted,
S. Pierre-Louis

Documents used during the meeting

- 2025_09_05_board_meeting_minutes.pdf