



# Board of Directors Strategic Plan for Academic Success

9-12-15

Plan Element	3 to 5 Year Vision	1 Year Plan (9/1/16)	90 Day Plan (12/31/15)
<p><i>Revenue/Financial Plan</i></p>	<ul style="list-style-type: none"> <li>• Financial               <ul style="list-style-type: none"> <li>○ fundraising (increased, predictable, ↑ grants)</li> <li>○ Fund Balance 10-15% with line of credit</li> <li>○ 5-year plans/Forecasting/Multiple scenarios</li> <li>○ Faculty rewards/compensation competitive</li> </ul> </li> <li>• Management Company               <ul style="list-style-type: none"> <li>○ redistribute expenses</li> <li>○ economies realized</li> </ul> </li> <li>• After Care/Camp               <ul style="list-style-type: none"> <li>○ enhanced recognition</li> <li>○ utilization increased</li> <li>○ revenue at \$80K</li> </ul> </li> <li>• Branding, marketing &amp; messaging driving access to opportunities</li> <li>• Lobbying for funding equity</li> </ul>	<ul style="list-style-type: none"> <li>• Salary increases <span style="float: right;">12/31/15</span> <ul style="list-style-type: none"> <li>○ determine %/costs analyses</li> <li>○ present to Board for approval</li> </ul> </li> <li>• Plans/Forecasts <span style="float: right;">3/31/16</span></li> <li>• Management Company               <ul style="list-style-type: none"> <li>○ review current retirement expense 12/31/15</li> <li>○ estimate savings <span style="float: right;">3/31/16</span></li> <li>○ Board decision</li> <li>○ due diligence <span style="float: right;">6/30/16</span></li> <li>○ go live <span style="float: right;">6/30/16</span></li> </ul> </li> <li>• Aftercare/Camp               <ul style="list-style-type: none"> <li>○ partner with Sue to develop marketing &amp; advertising <span style="float: right;">12/31/15</span></li> <li>○ increase in revenue of \$15K <span style="float: right;">9/30/16</span></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Salary increases               <ul style="list-style-type: none"> <li>○ determine %/costs analyses</li> <li>○ present to Board for approval</li> </ul> </li> <li>• Management Company               <ul style="list-style-type: none"> <li>○ review current retirement expense</li> </ul> </li> <li>• Aftercare/Camp               <ul style="list-style-type: none"> <li>○ partner with Sue to develop marketing &amp; advertising</li> </ul> </li> </ul>
<p><i>Faculty and Team</i></p>	<ul style="list-style-type: none"> <li>• Board goals aligned with Faculty/Administration interests</li> <li>• Succession Plans (Administration)</li> <li>• 3rd Administrator overseeing curriculum</li> <li>• Professional Development program               <ul style="list-style-type: none"> <li>○ supports individual &amp; team development</li> <li>○ inventory of development needs</li> <li>○ multi-year plan</li> </ul> </li> <li>• After Care/Camp Programs have grown</li> </ul>	<ul style="list-style-type: none"> <li>• Succession Plan <span style="float: right;">12/31/15</span> <ul style="list-style-type: none"> <li>○ develop timeline</li> <li>○ review roles/structure/descriptions</li> <li>○ tie in to financial planning</li> <li>○ tie in to replication/expansion</li> </ul> </li> <li>• Professional development               <ul style="list-style-type: none"> <li>○ inventory developed <span style="float: right;">3/31/16</span></li> <li>○ report of Professional Development from Executive Director quarterly <span style="float: right;">12/31/15</span></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Succession Plan               <ul style="list-style-type: none"> <li>○ develop timeline</li> <li>○ review roles/structure/descriptions</li> <li>○ tie in to financial planning</li> <li>○ tie in to replication/expansion</li> </ul> </li> <li>• Professional development               <ul style="list-style-type: none"> <li>○ report of Professional Development from Executive Director quarterly</li> </ul> </li> </ul>

Plan Element	3 to 5 Year Vision	1 Year Plan (9/1/16)	90 Day Plan (12/31/15)
<i>Board/Governance Effectiveness and Development</i>	<ul style="list-style-type: none"> <li>• The Board: 9-13 members</li> <li>• Succession Plans <ul style="list-style-type: none"> <li>○ Board Recruitment/Development strategies in place</li> </ul> </li> <li>• Board goals aligned with Faculty interests</li> <li>• Policies are current/up-to-date</li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning <ul style="list-style-type: none"> <li>○ identify needs (including Communications Chair) 12/31/15</li> </ul> </li> <li>• Recruitment <ul style="list-style-type: none"> <li>○ source/cultivate candidates 3/31/16</li> </ul> </li> <li>• Board/Faculty lunch 9/25/15</li> <li>• Faculty interests aligned <ul style="list-style-type: none"> <li>○ seek feedback from Faculty liaison 12/31/15</li> <li>○ communication strategy 3/31/16</li> </ul> </li> <li>• Policies <ul style="list-style-type: none"> <li>○ personnel policies consolidated/updated 12/31/15</li> <li>○ Board policies updated 6/30/16</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning <ul style="list-style-type: none"> <li>○ identify needs (including Communications Chair)</li> </ul> </li> <li>• Board/Faculty lunch Faculty interests aligned <ul style="list-style-type: none"> <li>○ seek feedback from Faculty liaison</li> </ul> </li> <li>• Policies <ul style="list-style-type: none"> <li>○ personnel policies consolidated/updated</li> </ul> </li> </ul>
<i>Community Engagement</i>	<ul style="list-style-type: none"> <li>• Robust community engagement</li> <li>• Diverse, committed community</li> <li>• Curate the "story": communicate HCCS Success</li> <li>• Lobbying for funding equity</li> <li>• After Care/Camp recognition for excellence</li> <li>• Board goals aligned with Faculty interests</li> </ul>	<ul style="list-style-type: none"> <li>• Success story document (i.e., Annual Report) 6/30/16</li> <li>• MAPSA/MASB funding equity <ul style="list-style-type: none"> <li>○ research on-going</li> <li>○ recruit advocate 12/31/15</li> <li>○ define issues/requests 12/31/15</li> </ul> </li> <li>• Communications &amp; Outreach and Marketing Committee charters <ul style="list-style-type: none"> <li>○ meet to review needs 12/31/15</li> <li>○ delineate needs/accountabilities 12/31/15</li> <li>○ recruit members 12/31/15</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• MAPSA/MASB funding equity <ul style="list-style-type: none"> <li>○ research</li> <li>○ recruit advocate</li> <li>○ define issues/requests</li> </ul> </li> <li>• Communications &amp; Outreach and Marketing Committee charters <ul style="list-style-type: none"> <li>○ meet to review needs</li> <li>○ delineate needs/accountabilities</li> <li>○ recruit members</li> </ul> </li> </ul>
<i>Future Vision and Growth Exploration</i>	<ul style="list-style-type: none"> <li>• Defined brand, marketing and messaging</li> <li>• After Care/Camp have grown</li> <li>• Replication, expansion plans deployed</li> <li>• Foreign language curriculum offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Committee formalized 10/1/15</li> <li>• Develop 2 year plan 12/31/15 <ul style="list-style-type: none"> <li>○ funding/budget</li> <li>○ site selection</li> <li>○ stakeholder engagement</li> </ul> </li> <li>• Visioning sessions with community (parents, business, institutional, government, educational organizations) 3/31/16</li> <li>• Decision 6/30/16</li> </ul>	<ul style="list-style-type: none"> <li>• Committee formalized 10/1/15</li> <li>• Develop 2 year plan <ul style="list-style-type: none"> <li>○ funding/budget</li> <li>○ site selection</li> <li>○ stakeholder engagement</li> </ul> </li> </ul>

**Board Committees: Accountabilities and Goals**

**Finance Committee:** Andrew Banas (Chair), Sara Hoffman  
 Accountabilities: Accurate financial records and statements, Budget oversight and preparation, Audit and compliance, Financial Plan

- Succession Plan **12/31/15**
  - tie in to financial planning
  - tie in to replication/expansion
- Salary increases **12/31/15**
  - determine %/costs analyses
  - present to Board for approval
- Plans/Forecasts **3/31/16**
- Management Company
  - review current retirement expense **12/31/15**
  - estimate savings **3/31/16**
  - Board decision
  - due diligence **6/30/16**
  - go live **6/30/16**

**Governance Committee:** Pam Reister (Chair), Greg White, Karen Andrews, Megan Masson-Minock  
 Accountabilities: Board self-assessment, Board professional development, Board recruitment, By-Laws, Policies, Director’s Evaluation

- Succession planning
  - Admin: develop timeline **12/31/15**
  - Admin: review roles/structures/descriptions **12/31/15**
  - BOD: identify needs (including Communications Chair) **12/31/15**
- Recruitment
  - source/cultivate candidates **3/31/16**
- Board/Faculty lunch **9/25/15**
- Faculty interests aligned
  - seek feedback from Faculty liaison **12/31/15**
  - communication strategy **3/31/16**
- Policies
  - personnel policies consolidated/updated **12/31/15**
  - Board policies updated **6/30/16**

**Communications & Outreach Committee:** Christine Kelley (Chair)  
 Accountabilities: Communications (external and internal), Website, Liaison/consult with PTO, Foundation and Faculty

- Success story document (i.e., Annual Report) **6/30/16**
- Communications & Outreach and Marketing Committee charters
  - meet to review needs **12/31/15**
  - delineate needs/accountabilities **12/31/15**
  - recruit members **12/31/15**
- Aftercare/Camp
  - partner with Sue to develop marketing & advertising **12/31/15**
  - increase in revenue of \$15K **9/30/16**

**Branding & Marketing Committee:** Steve Rich (Chair)  
 Accountabilities: Branding strategy, Marketing collateral

- Success story document (i.e., Annual Report) **6/30/16**
- MAPSA/MASB funding equity
  - research **on-going**
  - recruit advocate **12/31/15**
  - define issues/requests **12/31/15**
- Communications & Outreach and Marketing Committee charters
  - meet to review needs **12/31/15**
  - delineate needs/accountabilities **12/31/15**
  - recruit members **12/31/15**

**Future Vision & Expansion Committee:**

Accountabilities: Analyze and evaluate K-8 duplication, Analyze and evaluate High School creation, Provide recommendations to the Board

- Committee formalized **10/1/15**
- Develop 2 year plan **12/31/15**
  - funding/budget
  - site selection
  - stakeholder engagement
- Visioning sessions with community (parents, business, institutional, government, educational organizations) **3/31/16**
- Decision **6/30/16**