



# Board of Directors Strategic Plan '17-'18

<b>3 to 5 Year Vision</b>	<b>90 Day Goals (12/31/17)</b>	<b>180 Day Goals (3/31/18)</b>
<ul style="list-style-type: none"> <li>• Faculty and Administration compensation more competitive               <ul style="list-style-type: none"> <li>○ salary</li> <li>○ healthcare</li> <li>○ reviewed annually and (ideally) increased</li> </ul> </li> <li>• Succession Plan in place and represented an investment in Administration</li> <li>• Faculty professional development strategically aligned with deficit areas and goals</li> <li>• Planning:               <ul style="list-style-type: none"> <li>○ Strategic</li> <li>○ School Improvement Plan</li> <li>○ Accreditation</li> <li>○ Professional Development</li> </ul> </li> <li>• Expansion/shared resources with other schools</li> <li>• Community engagement is enhanced               <ul style="list-style-type: none"> <li>○ increased awareness of HCCS</li> <li>○ increased PR</li> <li>○ easier fundraising</li> <li>○ cross-volunteering (internal &amp; external)</li> </ul> </li> <li>• Strong School culture is maintained and aligned with Mission statement</li> <li>• State funding formula advocacy is resulting in changes/enhanced revenue</li> <li>• Culture of giving (time, money); habits created</li> <li>• The Board is a leader in communicating processes/clarity</li> <li>• Policies are updated/evaluated annually</li> <li>• Fiscally stable with a safety net</li> <li>• Culture of inclusivity</li> <li>• Resources in place for all students to be successful</li> <li>• Clearly articulated revenue plan:               <ul style="list-style-type: none"> <li>○ increased camp revenue</li> <li>○ monetizing our expertise</li> <li>○ regular financial contributions form HCCSF</li> <li>○ other fundraising sources</li> <li>○ endowment growth/revenue</li> </ul> </li> </ul>	<p><u>Finance Committee:</u></p> <ul style="list-style-type: none"> <li>• Review/update 2017-2018 budget</li> </ul> <p><u>Governance Committee:</u></p> <ul style="list-style-type: none"> <li>• Director evaluation process complete</li> <li>• Engage an organization to redraft policies and prioritize list</li> <li>• Develop a DRAFT calendar of Administrative &amp; Board actions, tasks, business to include compliance filings, deadlines, etc.</li> </ul> <p><u>Adhoc Committee</u></p> <ul style="list-style-type: none"> <li>• Subcommittee to define policies, operations, roles, responsibilities and communications for PTO, Board, and Foundation (i.e., define lanes)</li> </ul> <p><u>Sustainability Committee:</u></p> <ul style="list-style-type: none"> <li>• 3 month Sustainability function evaluation</li> <li>• Complete Organizational Chart developed</li> </ul> <p><u>Communications &amp; Outreach Committee:</u></p> <ul style="list-style-type: none"> <li>• Communications Plan/Policy DRAFT</li> </ul>	<p><u>Finance Committee:</u></p> <ul style="list-style-type: none"> <li>• 2018-2019 Budget DRAFT</li> <li>• Board review of Revenue Plan DRAFT</li> </ul> <p><u>Sustainability Committee:</u></p> <ul style="list-style-type: none"> <li>• 6 month evaluation of Sustainability function</li> <li>• Board review of Succession Plan DRAFT</li> </ul> <p><u>Governance Committee:</u></p> <ul style="list-style-type: none"> <li>• Board recruitment/slate identified</li> <li>• Re-draft of Policies in-process</li> </ul> <p><u>Adhoc Committee</u></p> <ul style="list-style-type: none"> <li>• Subcommittee report to Board with list of action items to be completed by 6/30/18</li> </ul> <p><u>Communications &amp; Outreach Committee:</u></p> <ul style="list-style-type: none"> <li>• Communications Plan final/implementation has begun</li> </ul> <p><u>Administration:</u></p> <ul style="list-style-type: none"> <li>• School Improvement Process articulated and implemented</li> </ul>
	<b>270 Day Goals (6/30/18)</b>	<b>1 Year Plan (9/30/18)</b>
	<p><u>Finance Committee:</u></p> <ul style="list-style-type: none"> <li>• 2018-2019 Budget approved</li> </ul> <p><u>Governance Committee:</u></p> <ul style="list-style-type: none"> <li>• Commence Director's evaluation process and train 3 Board members on the evaluation tool</li> </ul> <p><u>Full Board:</u></p> <ul style="list-style-type: none"> <li>• 2018-2019 Calendar approved</li> <li>• Sustainability function evaluation</li> <li>• Board feedback/actions on:               <ul style="list-style-type: none"> <li>○ Revenue Plan</li> <li>○ Succession Plan</li> </ul> </li> <li>• New Board policies approved (May review/June approval)</li> <li>• Review Strategic Plan and identify next steps</li> </ul>	<p><u>Governance Committee:</u></p> <ul style="list-style-type: none"> <li>• Director evaluation process in place and 3 Board members trained on the evaluation tool</li> <li>• Policies updated and Plan complete</li> </ul> <p><u>Communications &amp; Outreach Committee:</u></p> <ul style="list-style-type: none"> <li>• Communications Plan/Policy</li> </ul> <p><u>Sustainability Committee:</u></p> <ul style="list-style-type: none"> <li>• Evaluation of Sustainability function</li> <li>• Succession Plan complete</li> </ul> <p><u>Finance Committee:</u></p> <ul style="list-style-type: none"> <li>• Outline of Revenue Plan (3-5 years Business Plan/modeling)</li> </ul> <p><u>Administration:</u></p> <ul style="list-style-type: none"> <li>• Articulated School Improvement Process (for State required SIP)</li> </ul>

**Board Committees: Accountabilities and Goals**

**Finance Committee:** Bridgette Carr (Chair), Bryan Cole, Sara Hoffman, Brian Hockley

Accountabilities: Accurate financial records and statements, Budget oversight and preparation, Audit and compliance, Financial Plan

Specific annual goals:

- Outline of Revenue Plan (3-5 years Business Plan/modeling)
- Review/update 2017-2018 budget
- 2018-2019 Budget DRAFT
- Board review of Revenue Plan DRAFT
- 2018-2019 Budget approved

Meeting schedule: 1st Thursday of each month at noon

**Governance Committee:** Bryan Cole (Chair), Megan Masson-Minock, Wayne Millette, Melanie Hagan, Victoria Bennett

Accountabilities: Board self-assessment, Board professional development, Board recruitment, By-Laws, Policies, Director's Evaluation

Specific annual goals:

- Board Recruitment
- Board development
- Director evaluation process/train 3 Board members
- Board Policies
- Develop a DRAFT calendar of Administrative & Board actions, tasks, business to include compliance filings, deadlines, etc.

Meeting schedule: Wednesdays, 2 weeks before Board meeting

**Communications & Marketing Committee:** Andy Sheibar (Chair), Christine Kelley (Co-Chair), Victoria Bennett, Nina Nabors, Erin Peterson

Accountabilities: Communications (external and internal), Website, Liaison/consult with PTO, Foundation and Faculty, Branding strategy, Marketing collateral

Specific annual goals:

- Communications Plan/Policy

Meeting schedule: 3rd Thursday of the month 8:15am

**Sustainability Committee:** Mattias Kirch (Co-Chair), Karen Andrews (Co-Chair), Christine Kelley, Barnaby Pung

Accountabilities: ensuring HCCS has what the resources needed to continue operations in the future, succession planning for school leadership (in conjunction with the Governance Committee), support and provide counsel to Sustainability Officer

Specific annual goals:

- Evaluation of Sustainability function
- Succession Plan complete

Meeting schedule: 1st Tuesday of the month at 8:15am

**Facilities Committee:** Bryan Cole (Chair), Tim Andrews

Accountabilities: Assist with identifying facility-related needs and/or projects that may be completed using community resources to off-set building rental payments.

COMMITTEE STATUS: ON HOLD UNTIL JANUARY SUBMISSION OF FACILITY PLAN FROM WISD