



# Advanced Math & Science Academy Charter School

## Minutes

### Strategic Planning Meeting

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#### Date and Time

Saturday February 27, 2021 at 10:00 AM

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#### Trustees Present

Benjamin Hammel (remote), Jessica Bowen (remote), Jill Schafer (remote), Kristin Carney (remote), Liz Saul (remote), Maura Webster (remote), Nicholas Poirier (remote), Raul Porras (remote), Roger Jarrett (remote), Sheila Kelly (remote), Sowmini Sampath (remote)

#### Trustees Absent

None

#### Trustees who left before the meeting adjourned

Raul Porras

#### Guests Present

Ellen Linzey (remote), Ev Reynolds (remote), Michael Glass (remote), Mike Nawrocki (remote), Padmaja Bandaru (remote), Sara Snow (remote), Thomas Azeredo (remote)

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### I. Opening Items

#### A. Record Attendance and Guests

#### B. Call the Meeting to Order

Roger Jarrett called a meeting of the board of trustees of Advanced Math & Science Academy Charter School to order on Saturday Feb 27, 2021 at 10:03 AM. The Chair announced that the training was not being recorded to encourage open discussion. The Chair turned the meeting over to Sowmini Sampath, who will serve as the training facilitator.

Roger Jarrett welcomed Michael Glass and Ev Reynolds to the training. Both are former Board members and now serve on the Board's Advisory Council.

### **C. Review of agenda**

Sowmini Sampath began the program at 10:06am. She shared a template (in Google Docs). Members and attendees were instructed to contribute information throughout the exercise.

## **II. Introduction**

### **A. Objectives, Background, and Framework**

The planning discussion will be held among the whole group, without breakout rooms. The hope is to find consensus. The questions for the group are, "What do we talk about today?" "What do you want the outcome to be?"

Goals should relate to AMSA's Mission and Core Values

Sowmini Sampath provided a review of the strategic planning agenda.

- Meeting Efficiency ideas came from the Governance Committee and will be a part of the Strategic Goal setting.
- Determine and define role of the Board and the School..Support vs Responsibility

Comments:

The Board does not tell the ED how to run the school, rather support and measure progress.

The Board continue to help grow the school's image.

The Board asks how they can help and support the ED.

Accountable vs Responsible

For the exercise, members were asked to enter proposed goals. Together, the group will review each goal and decide YES or NO.

Yes = Some role

No = not accountable or responsible, no Board goal around it

## **III. Goal Setting**

### **A. Brainstorming Session**

Comment Highlights:

What is the purpose of this exercise? We need more context.

The Board wants more cohesiveness and clarity, specifically around the role of the Board.

This problem is not unique to AMSA.

The Board needs to take what has already been done and turn them into goals, short and long term.

The Board does not want to keep repeating the goal process from year to year.

Goals need to be measurable and reportable...have direction, be actionable, with clear steps.

The Board is looking for short to medium measurable goals.

What is the difference between ED goals and Board goals?

Consider a process to educate new board members on policy, goals, etc..to avoid repetition.

The goal framework will focus on one and three year goals.

Brainstorm ideas the board is aligned on concept.

What does the Board do anyway?

Decide together how the Board can support Ellen.

Assign goal ownership to specific people, not make them committee specific The person would not be responsible for the outcome, rather for the report out.

Sowmini Sampath said there was a lot of work done at the Board Retreat in 2019 that resulted in three goals. She would like today's work to be refining these goals.

Create a structure for how goals can be confirmed, monitored, and refined over time.

Five Bins

Model

Culture

Resources

Community

Talent

The Board needs to create tangible goals that can be shared publicly.

Build an inventory of fundraising and build partnerships

Development Goals: Have a better idea of why you are fundraising, to what goal?

Expand relationships with families and community

How do we attract talent?

Diversity and Inclusion

Being ambassadors for the school

Recruitment

If the ED has the management role to determine all elements, does the Board have the single goal to support the management team to achieve goals? Does the Board actually need goals? The Board's goal is to support the mission.

The Board should collate thoughts around the Board's vision. What does the ED want to achieve? Goals need to be defined.

Board members are ambassadors. They are positive movers and shakers and support relationships. They provide oversight that the school is moving forward on the mission, vision, and core values, and fundraising.

The role of the Board is ultimate, not a secondary role.

The Board needs to provide oversight, and not blindly support the ED. There needs to be accountability.

How does the Board ensure and maintain the mission and high standards?

The Board and the ED need to define the mission as a guiding principle that is sustainable.

Goals should establish expectations..like a job description.

Development Committee does a lot of work that goes hand in hand with being an ambassador. How do we create an inventory? This would be a one-year goal. Corporate relationship development could be a long term goal.

Long term corporate relationship development. Asking for support not just money. We want feedback. The Board wants access to alumni who are willing to give back on many levels. To create an alumni program, an alumni strategy.

The Board needs a definite plan in place for Board recruitment, a succession plan. What do we need and what do we need? What is the desired makeup of board skills and a board structure that encourages diversity?

Committees can be an important resource of talent. Bring community members into subcommittees.

Due to the time spent on this work, Meeting Efficiency will be discussed at the next meeting.

## **B. Categorization and Refinement**

Teachers and Admin should be driving academic goals.

If a teacher comes to the ED for support and needs resources, the board can help.

The Board is in a different place now. In years past, the Board was putting out fires.

The Board is at the top level of fiduciary responsibility, not just an overseeing body.

Is the Education Committee's role to help advance education? Look for points of agreement and ask for oversight. Do Board members have the skills to do some of these things?

Two parts to consider:

What is the Board's role? Is it an oversight role and not to delve into management areas?

Wow do you grow the board and what should it look like?

The Board serves like a consultant in a business. The ED is a CEO. The board's job is to make sure CEO is running the company the way it should. We trust that the ED is running the school effectively. We are getting too caught up with what the school is doing. AMSA is a business, a successful business. The ED and staff are doing a fantastic job and we are here to support not micromanage. We should not cross into how to tell the ED how to run the school. Do we provide direction or support? Board members can provide expertise, such as for facilities.

Sowmini Sampath suggested the Board look at all the goals and be ruthless in deciding if they are ED/Teacher goals or Board goals and/or support goals.

The Board did a lot of good work today. The template/document was very productive and helped to clarify. It would be helpful if the committees continue the conversation, to help define roles.

A lot of the Board goals point to Development.

The Board needs to have a broader look at what is happening at school.

Development and Finance have close ties.

The strategic plan takes all the needs and desires of the school and puts them all together. Ellen and her team can prioritize and estimate the cost. The Board can

create a tactical plan to see if the ask makes sense and create a tactical plan to execute.

Create a big financial goal, have a map and then figure out how to get there.

AMSA may be in a position to help with social responsibilities. How can they make a difference in the community?

#### Next Steps

Sowmini will clean up the spreadsheet and bring it to Governance for further discussion ...to digest.

She hopes to find ways to slice the data and next steps will come together.

Sowmini would like to meet with Ellen to work on this, and Committee Chairs in order to categorize data into buckets.

If a goal is tied to mission and vision it is on track.

Raul Porras left at 1:23 PM.

## IV. Closing Items

### A. Adjourn Meeting

Roger Jarrett made a motion to adjourn.

Sheila Kelly seconded the motion.

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

#### Roll Call

Raul Porras       Absent

Maura Webster   Aye

Sowmini Sampath Aye

Roger Jarrett    Aye

Kristin Carney   Aye

Benjamin Hammel Aye

Liz Saul           Aye

Sheila Kelly     Aye

Nicholas Poirier Aye

Jessica Bowen    Aye

Jill Schafer      Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 1:30 PM.

Respectfully Submitted,

Sara Snow

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## Documents used during the meeting

- 2-27-21 5-28-20 AMSA Vision Final SPM.pdf
- 2-27-21 Strategic Goal Framework AMSA BoT.pptx.pdf
- 2-27-21 AMSA Accountability Plan 2015-2020 Approved Commissioner 1-25-16 SPM.pdf
- 2-27-21 AMSA Board Retreat Report January 2019 SPM.docx
- 2-27-21 Executive Director Goals 2020-21 SPM.pdf