

BoT Strategic Planning Workshop

January 28, 2023





Agenda

Time	Topic	Purpose
8:30	Coffee and Continental Breakfast	
9:00	Board Goals vs. Management Goals	React and ask clarifying questions
9:20	Review Interview Summary from EOS	React. Discuss potential goal(s) to address
9:40	Discuss Focus Areas & Goals Spreadsheet	Define 3-5 year goals and SY23-24 goals
11:00	Committee Break-outs	Define SY23-24 goal(s) per committee
12:00	Reconvene for Lunch	Marketing & Engagement Toolkit Presentation

BoardOnTrack Presentation

Gina Fafard





October 2022 – Interview Summary

- What stood out?
- What surprised you?
- What didn't surprise you?
- Did you learn anything new?



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Strategy on a Page

	Strategic Objectives and Organization Goals		Key Performance Indicators	
Foundation	Financial		How we measure success	
Our Mission	2 Revenue Growth: Grow our revenue by 30% each year		Measure	Target
The mission of Acme Corporation Technology is to create technology solutions for forward-thinking organizations	2.1 KPI - Generate sales of \$1.5 million by the end of the year.		\$ in sales	\$1,500,000
Our Core Values	2.2 Productivity Improvement: Maintain a 20% Net Profit Margin each year		\$ per billable hour.	\$220
1. Purpose & Growth - our foundation is built on our purpose and provides a place for our team's passion	2.1 Maintain profitability with a budget allocation of 50% for business re-investment for product development.		# of new consulting clients	0
2. Client Focus - a razor-sharp focus on our customer's growth is essential and the only way to succeed.	2.2 Increase average billable hour factor. (Source: Time-tracking Program)		avg monthly # of new maintenance contracts	0
3. Integrity - to have honesty and respect for all individuals.			% increase in customer base annually	85%
4. Leadership - to empower and inspire entrepreneurial leaders.				
5. Professionalism - to be professional in our actions to our clients, partners and each other.				
6. Excellence - to continually pursue knowledge and learn.				
7. Community Service - to effectively help organizations to make an impact.				
8. Fun - to have enjoyment and fulfillment in our work				
	Customer			
	3 Professional Services: To be the professional partner of choice.	4 Maintenance Contracts: To be viewed as the top technology resource in the western region.		
	3.1 Professional Service: Acquire 2 new consulting clients \$10,000+ per month.	4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month		
		4.2 Licensing: Acquire 1,500 total licenses by the end of the year.		
		4.3 Maintain 85% of our current customers.		
	Internal/Operational			
	5 Innovation/Product Development: Continue to develop technology innovation.	6 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.		
	5.1 Launch integration with 2 other applications.	6.1 Set up computers to be accessed from any destination.		
		6.2 Define all procedures and process in writing in order to support projected growth.		
		6.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.		
	People and Learning			
	7 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.	8 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.		
	7.1 Train sales people in best practices	8.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.		
	7.2 Develop better communication and presentation skills to increase ability to work with and assist clients	9 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) ["Sample Goal Cascading"]		
		9.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) ["Sample Goal Cascading"]		
Competitive Advantages				
What we do best				
1. Reoccurring revenue that is scalable				
2. Assets and software products in place outside our services				
3. Innovative in marrying business process with technology				
4. Business Network - domestic and international				
5. Patented Intellectual Property - interactive, integrated web-based				
Organization-Wide Strategies				
How we will get there				
Organization-Wide Focus:				
2013 - Lay the foundation for the organization.				
2014 - Execute a market penetration strategy to increase top line.				
	Vision			
	What our Organization will look like			
	To be known as the technology experts and resource center for small to medium-sized organizations.			
	This is where you type your description.			
	Implementation			
	How we make strategy a habit			
	Appoint a strategic plan manager			
	Hold people accountable (now that they are able)			
	Put in place an incentive compensation plan			
	Coach for achievement			
	Empower managers			
	Hold effective strategy meetings - first Mondays			
	Hold annual retreat - second week in December			

Strategy on a Page

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AMSA Strategy on a Page

Foundation

Our Mission

To create an atmosphere of celebration of knowledge where children of all backgrounds and abilities excel in all subjects, especially in math, science and technology, empowering them to succeed in the workplace in our modern high-tech world

Our Core Values

- **Integrity:** adhere to AMSA's mission, honesty and responsibility, openness to new ideas
- **Excellence:** passion and joy for teaching and learning, high expectations – with results!, innovation, creativity, and collaboration, hard work, commitment and resilience
- **Community:** school spirit and community service, creating an empathic, caring environment for students and staff

Competitive Advantage

What we do best

...

Organization-Wide Strategies

How we will get there

...

Strategic Objectives and Organization Goals

Teachers

- 1.
- 2.
- 3.

Development

- 1.
- 2.
- 3.

Leadership

- 1.
- 2.
- 3.

Key Performance Indicators

How we measure success

Measure	Target
...	...
...	...

Vision

What our organization will look like

- Children with a wide range of abilities can achieve a world-class education
- Acquisition of knowledge is celebrated
- Teachers are the fundamental creative force...
- Students exhibit kindness to one another
- Academic rigor complements rich extracurricular life
- We depend on strong stakeholder commitment throughout the community

Implementation

How we make strategy a habit

Track
Empower
Coach
Cadence...

Spreadsheet Summary

Activism

Board recruitment

Long term strategic and financial planning

Process for communicating and tracking goals

Board orientation for new members

Leverage board for strategic fundraising, delegate tactical fundraising to appropriate teams

Relaying information from task/committee meetings to BoD

Board legacy – skill transfer

Specific goals for supporting achievement of underperforming students

Board training and best practices

Accountability for the school's primary mission

Drawing out academic potential of students

Marketing strategy focused on corporate giving

Gallery Walk

RESOURCES

Capital Dev.

3-5 yrs

SY2324

Foster
Atmosphere of
Celebration of
Knowledge
Retention/Comp.

3-5 yrs

SY2324

BOARD
LEADERSHIP
Transition/Strength

3-5 yrs

SY2324



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Dashboard

Meetings

Documents

Goals

Assessments

Evaluations

Reports

Resources

Directory

Admin

Goals 0/6

My Committees

ED Evaluation Task Force Committee

0/0 goals completed

No active goals?

Get started

Executive Committee

0/0 goals completed

No active goals?

Get started

Governance Committee

0/2 goals completed

- Define and document a sustainable and co...
- Create and develop a Board recruitment p...

Updated 762 days ago

Other Committees

Development Committee

0/0 goals completed

Never updated

Education Committee

0/3 goals completed

- Review and provide feedback on the Progr...
- Investigate and recommend what new tec...
- Review Accountability Plan

Updated 762 days ago

Finance & Audit Committee

0/1 goals completed

Develop a long term strategic plan. Two ke...

Updated 718 days ago

Board Advancement Kit

Marcy Eckel



For Posterboards





Development (previously discussed goals)

Jeb - broken record, but fundraising and facilities seem to me to be areas for the Board (rather than just Ellen) and need continual and renewed focus

BH - Further profile and tap into the BOT professional skills to further the school. Leverage relationships to drive more support, financially and professionally to the school.

RJ: Leverage Board for strategic fund raising delegate tactical funding activities to appropriate teams

NP - solidify our home base so that we can expand on the physical facilities, increase productivity and efficiency, and enhance the overall experience

RP - create marketing strategy focused on corporate giving and partnership

SS Develop strategies to encourage large donations and endowments

SS Funds that support infrastructure/facilities that reflect the mission and forward thinking...environmental and sustainable buildings that reflect solutions to real world problems that can be incorporated into curriculum.



Leadership (previously discussed goals)

EL: Strong board orientation program

EL: Board recruitment - diversity in skills and culturally representative of our school community

BH - Leverage National Charter and MA CHarter guidelines on definition of BOT and ED roles to clarify responsibilities - By law, charter school boards are held accountable by the authorizer, the state, the federal government, and the public to ensure that the school is operating in accordance with its original purpose and doing so in a responsible manner. Legally, the buck stops with the board, and, therefore, ensuring board competency is not just the right thing to do, it's a legal responsibility.

RJ: DEI recruitment goals for BOT and BOT committees and BOT BAC

RJ: Board Legacy - skill transfer - develop process to document and preserve our best practices and document mistakes so we do not repeat

BH - Establish a clear process for communicating our BOT Goals and progress to the community, encourage feedback and create continued to engagement to help us accomplish our goals through community support



Leadership (previously discussed goals)

MG: Given Ellen's question/point, we could argue that the Board's goals should have one goal simply tied to supporting AMSA's vision, e.g., through exemplary financial mgmt, ruthless prioritization, courageous decision making, etc

MG: And IF that's the case, then in addition to that goal, does the Board want to sign up for goals that truly distinguish this Board, e.g., our unique relationship with "Management", or as an example, Activism, e.g., the Board uniting on a key social agenda (STEM Ed, Charter Schools, etc), Involvement - how the Board engages with Faculty, Students. Community, etc.

NP - how to accurately and efficiently relay information from task meetings to BOT meetings

NP - teaching / learning during BOT meetings to be more efficient with time

EL: board training and learning best practices from other charter boards.

SS Clarify Board Role -Accountability/Responsibility.



Teachers/Academic (previously discussed goals)

TA- as a teacher, the drawing out of the academic potential of our students is a priority. I wonder how the board appreciates its importance going forward

jeb - maintain accountability for the school's primary mission (reason for founding) of academic excellence. All other goals are secondary and should be in support of the primary mission, not a distraction from it

PB- Second JEB. Every goal we set should be supporting the academic mission not deviate from it. To prepare the students with skills needed for new works we cannot move away from the strong foundational knowledge they need for success in any field STEM or other.

SS Funding that supports recruitment and maintaining talent - teachers, counselors, staff