

**Ogden Preparatory Academy
Board Retreat Minutes**

July 8-9, 2013

Location: Academica West, 352 N. Flint Street, Kaysville, UT 84037

The Mission of Ogden Preparatory Academy is to instill in all of its students a passion for learning, a readiness to address the challenges of the future, and the competence to thrive as productive and responsible citizens in our global community

Minutes

DAY 1:

In Attendance: Hilary Wahlen, Dawn Kawaguchi (AW), Steve Ballard, Samantha Shupe, Nancy Allen, Jana Whitby, Laura D'Hulst and Steve Davis (AW; 5:35 p.m.)

Excused: Monica Godfrey

5:20 PM – Call to order by Laura D'Hulst

RETREAT ITEMS

- *Board SWOT Analysis* – Steve B. stated that SWOT analysis are used to set long term strategic planning and it also identifies branding. Today we are going to do a board SWOT analysis and tomorrow we are going to a school SWOT tomorrow with Amie. Steve B. stated that if there is something that the board brings up today that relates to the school he will write it down for tomorrow. If you don't control the brand in your organization someone or something else will.

Strengths:

Optimism about school
Diversity of backgrounds and personalities
iPads (technology)
All parents (commitment and passion)
Willingness to work toward a combined vision
Experience – institutional knowledge
Focus on governance instead of day to day managing
Get along/fun
Solid financial position

Weaknesses:

All Parents (emotional and one-sided)

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Complacency
Reliant on past director
Need to be more proactive and not reactive
Better training for new board members
Follow through
Succession plan/Rotation of board members
Future focused/Visionary/Big picture
Meetings are too long (Starting on time)
Committee structure
Setting and meeting deadlines
Lack of diversity in the profession of a board member
Lack of visibility at school
Lack of Board policies
 Parent – teacher
 Parent – board – teacher – admin
 Board – parent

Opportunities:

Recruit strong and qualified board members with complimentary skill sets
Great resource of training at Weber State (Bruce Davis)
Momentum (New director, new school, stable board, create brand)
Be more efficient
Technology
Trainings
Past Success - 10 years of history
Community presence
Charter school – more flexibility

Threats:

New school
Media – bad publicity
Legal action
New director (newness of the relationship with the board)
Technology (no control over social media discussions)
New board members
Financial – operate for 47 days
Loan (debt liability)

- *Strategic Board Planning* – Steve B. led a discussion to set some long term goals. Steve B. stated that the board could set a board mission statement. Steve B. recommended setting 3-5 year goals that can be readdressed in a year. Sam suggested that the Board Development Committee should help mentor new board members.
 - **Board Mission Statement** – Nancy will work on putting these items together as a statement.

- ★ Policy driven behavior
- ★ Focus on governing and not day to day operation
- ★ Best interest of the school – financially, academically and legally
- ★ Morally sound behavior
- ★ Unity
- ★ Committed to continual improvement to achieve academic excellence
- ★ Manage board brand – school brand
 - ✓ Publicize successes
- 1-5 Year Plan
 - ★ Develop Policies
 - ✓ Succession Plan
 - ✓ Media
 - ★ Create Committee Structure
 - ★ Board Development
 - ✓ New Board Member Orientation (Book)
 - ✓ New recruits
 - ★ Improve Board Visibility
 - ★ Financial Expectations
 - ✓ Savings
 - ✓ Budgets
 - ✓ Replacement
 - ★ Marketing Plan
 - ✓ Brand Management

6:40 PM – Jana Whitby made a motion to ADJOURN for a dinner. Hilary Wahlen seconded the motion. Motion passed unanimously.

7:29 PM – Steve Ballard made a motion to reconvene the board meeting. Nancy Allen seconded the motion. Motion passed unanimously.

There was a brief discussion on the Financial Coordinator position. We will have to revote on these positions at the next board meeting.

RETREAT ITEMS Continued

The board wanted to create committees for Academics, Marketing and Board Development.

Academic Excellence Committee – Jana, Laura, Monica, (*Steve Davis*)

Marketing Committee – Steve B., Nancy

Board Development Committee – Hilary, Sam, Nancy

The board split up into their respective committees to work on the goals of the school. There was a brief discussion on the Exit Survey that Monica put in the Dropbox.

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- Review Charter – Sam asked if everyone had a chance to review the charter and if there was anything that the board needs to be focusing on that they are not. Items of interest are focusing on the arts and most areas stated “will meet or exceed state requirements”. There was discussion on the 2007 Charter amendment regarding Spanish. The board questioned “what are we (the board) held accountable for in our charter”. Steve D. stated that Marlies got the okay to make minor changes on charters. There was a discussion on the various mission statements that are out there. The board would like to create a vision statement that can be advertised. This can be changed at any time since when it was never required when the original charter was written.

8:22PM – Nancy Allen made a motion to go into a CLOSED SESSION to discuss an individual’s character, professional competence, or physical or mental health. Jana Whitby seconded the motion. The votes were as follows:

- Hilary Wahlen – Aye**
- Laura D’Hulst – Aye**
- Jana Whitby – Aye**
- Nancy Allen – Aye**
- Samantha Shupe – Aye**
- Steve Ballard – Aye**

Motion passed unanimously.

8:44 PM – Samantha Shupe made a motion to come out of CLOSED SESSION and ADJOURN. Nancy Allen seconded the motion. The votes were as follows:

- Hilary Wahlen – Aye**
- Laura D’Hulst – Aye**
- Jana Whitby – Aye**
- Nancy Allen – Aye**
- Samantha Shupe – Aye**
- Steve Ballard – Aye**

Motion passed unanimously.

DAY 2:

In Attendance: Hilary Wahlen, Laura D’Hulst, Amie Campbell (Principal), Samantha Shupe, Steve Ballard, Monica Godfrey, Steve Davis (AW), Dawn Kawaguchi (AW) and Nancy Allen

Excused: Jana Whitby

8:28 AM – Call to order by Laura D’Hulst

RETREAT ITEMS

- School SWOT Analysis – Steve B. led a SWOT analysis for the school. He reminded everyone that this is a brainstorming session than solution finding. Steve stated that we need to define our competitive edge and brand. We will use this as a guide for our marketing plan. The goal is to have a more unified and clear vision of what direction the board would like to go.

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Strengths:

Title 1 School

Teachers know the students, highly qualified, committed, enjoy their job, hard working, application/relevance (field trips, etc.)

Spanish

Diversity

Longevity - 10 years of history

New buildings

New director

Charter school – choice, make changes quickly

Focus on the core w/out a lot of fluff

Leveled Learning – Ability Grouping – Differentiated Instruction

Ratio of TA to student (our TA's have teaching degrees)

Library

Location (Down town & community)

Strong structure of discipline – high expectation – culture

Parents who volunteer

Amazing school board

Great management company

Student planner, kids being organized (solid study and planning habits)

Empathetic (students are understanding and compassionate)

Strict (control & order)

Momentum

Room to grow – enrollment

Performance pay

Live person on phone

Technology

Legacy of directors

Academic Strengths

Math – Writing – Science

Cohorts score really well against state – you can't differentiate the different cohorts
(Disadvantage kids scoring high)

Low teacher turn over

Weaknesses:

Weakness of continuity between two schools

Disjointed teaching staff

Difference between grades & within grades

Scope and Sequence – lack of team collaboration

Lack of central management

Shared philosophy

Different curriculum – no distinct curriculum – no map

Poor customer service at front desk

Lack of school community school
Lack of signature programs
Lack of afterschool programs for all grades
Too strict – unfair, enabling vs. empowering, monitor
Parent support
Clear vision of school
Technology plan & implementation
Fear of innovation
Teacher accountability
Retention rate
Parent involvement
Lottery system procedures
Undefined pay scale
Part time teachers
Rapid growth
Inconsistent in all areas
More cultural/Spanish programs

Academic Weakness

Special Ed cohorts
Not challenging enough for gifted kids
Honors grouping – ceiling of learning
DIBELS 30%
Intervention not being effective
Spanish program

Opportunities:

Community
Downtown
Spanish Bowl
Technology
Building the community (Give back to the community)
 Activities, programs, projects, career training for parents, programs
Parent room
Partner with climbing gym (Hilary)
GOAL foundation
WSU
Good City Program (*Hilary will research*)
App Incubator
Public Relations
Local Businesses

Threats:

Retention in Jr. high

Competition
Funding
Politics – Legislature
Community
Publicity
Safety

- Strategic School Planning – Steve B. led a discussion to set goals for the school. Sam wants to make sure that we set goals that we can measure.

2013-2014 School Goals

- 1,070 student enrollment
- Attrition 10% (Measure by Exit Surveys for dissatisfaction)
- Retention 90%
- 95% Ave. Daily Attendance
- Leadership & Character Education

Competitive Advantage (*this is what we can tell the public about the school*)

- Academic Excellence (rigorous academics)
- Spanish Emphasis
- Outperforming local schools w/ same student ppl. (58% low income)
- Teachers – HQ, diversified, experienced teachers
- TA in every class
- Low class size
- New building
- Highly Qualified Principal
- Individualized Education (RTI – Response to Intervention)
- Responsible Citizens
- Study Abroad
- Life Long Fitness (Non-traditional, high endurance, individualized sports)
- Unique clubs
- Charter school – school board
- Financially stability
- Title 1 – diverse student population

10:15 AM – Nancy Allen made a motion to take a BREAK. Samantha Shupe seconded the motion. Motion passed unanimously.

10:31 AM – Nancy Allen made a motion to reconvene our meeting. Samantha Shupe seconded the motion. Motion passed unanimously.

There was a discussion on the state wide testing. The state is phasing out UCAS this next year and then will not be available. The new testing will start the following school year. This year the school will

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receive a grade but it will not really count. The board would like to educate the parents on assessment so that this transition will not be such a big shock for the students and parents. You will not see many 100% on the new adaptive testing.

Steve B. asked Amie to identify her personal goals to help with the school and board goals. Sam asked Steve B. to separate the goals into Academic and Organizational. Amie reviewed her personal goals she has set for herself for 2013-2014.

Amie's Academic Goals

- Math 3% Increase
- ELA: 3% Increase
- Science: 3% Increase

Amie's Teacher Evaluation

- Constructed and Facilitated
- Salary Schedule
- Performance Pay Rubric
 - Based on a Goal Setting Device
 - TAP Evaluation

Amie's Community Goals

- Build a clear partnership between the Elementary and Secondary Building
 - Partner projects, buddies, combined faculty meeting, PLC for scope and sequence
- Encourage a large amount of community activities (with Spanish hook)
 - Increased after school programs and activities

Amie's Personal Goals (Create Relationships, Build People, Change the World!)

- A presence in the building
- Observe, Train and Evaluate instruction
- Build a Community

Are we doing any kind of Spanish testing? Amie would like a few months to evaluate the Spanish and she will bring her recommendations to the January Board Meeting.

ACADEMIC GOALS

- Growth 3% CRT (total UCAS score increase by 3%)
 - Math 3%
 - ELA 3%
 - Science 3%
- Spanish – Clearly define Spanish program (both immersion & exposure) for students, teachers & parents and bring recommendation to January Board Meeting.
- Prepare to Implement Character & Leadership Education
- Grow Programs
 - Research & Develop

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- Connection with Community
- Individualized Instruction (Leveling)
 - Honors
 - Special Ed – Find measurable increases

ORGANIZATIONAL GOALS

- Technology (website included)
 - Training
 - Implementation
- Student Enrollment
 - 1,070
 - 90% Retention
 - 95% Ave. Daily Attendance
- Stronger School Community
- Hospitality/Customer Service

12:00 PM – Nancy Allen made a motion to have LUNCH BREAK. Monica Godfrey seconded the motion. Motion passed unanimously.

12:39 PM – Nancy Allen made a motion to RECONVENE. Monica Godfrey seconded the motion. Motion passed unanimously.

There was a discussion on the Academic and Organizational Goals and how are they will be implemented. Sam is concerned on how we can make sure that we will continue to work on these goals and that we won't be setting the same goals next year. Dawn suggested that Amie present a dashboard of the goals on her monthly principal report. She can update the board on the progress of each goal on her report. The board wanted to prioritize the goals in an order of which they should tackle first. There was more discussion on the UCAS. There was discussion on the character and leadership education that Amie would like to implement. She would like to narrow it down to like nine character traits to implement in the school year and take one trait a month and have one activity a week (four a month). Amie will talk to her admin team but will start off the year implementing the character and leadership education.

RETREAT ITEMS Continued

- Vision Statement – Nancy will be composing the board mission statement. The board would like Kim Dohrer to find out which mission statement that the state is holding the school accountable for before they work on a school. Nancy will also compose a school vision statement starting point that can be a working document.

1:32 PM – Samantha Shupe made a motion to ADJOURN. Hilary Wahlen seconded the motion. Motion passed unanimously.

July Action Items:

1. Financial Coordinator/Asst. Financial Coordinator – Dawn
2. Find out what **mission statement** is the one that the state has on file – Steve (Kim)

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