



## Parker Performing Arts School

### Minutes

#### Strategic Planning Session

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**Date and Time**

Saturday July 11, 2020 at 9:00 AM

**Location**

Parker Performing Arts School

15035 Compark Blvd, Room 202, Parker, CO 80134

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**Directors Present**

C. McMahan (E, #6), D. Chapman (A, #5), J. Jerome (A, #2), K. Wagner-Grull (E, #7), L. Money (A, #3)

**Directors Absent**

*None*

**Ex Officio Members Present**

J. Burgess

**Non Voting Members Present**

J. Burgess

**Guests Present**

P. Molfino

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**I. Opening Items**

**A.**

### **Call the Meeting to Order**

L. Money (A, #3) called a meeting of the board of directors of Parker Performing Arts School to order on Saturday Jul 11, 2020 at 9:35 AM.

### **B. Record Attendance & Introduce/Recognize Visitors**

### **C. Reading of Vision and Mission**

#### ***PPA Vision***

As the performing arts school of choice, we foster confidence, celebrate diversity, and emphasize academic excellence.

#### ***PPA Mission***

Parker Performing Arts School equips students to become independent creative thinkers, critical problem solvers, and successful collaborators. In our safe learning environment, students engage in rich and innovative instruction in academics and the performing arts in preparation for their roles as citizens of a diverse and increasingly globalized community.

### **D. Icebreaker**

Tabling until later in meeting based time available

## **II. Agenda Overview**

### **A. Adoption of Retreat Agenda**

Group agrees to retreat agenda

## **III. Annual Strategic Planning Cycle & Board Calendar**

### **A. Annual Strategic Planning Cycle**

Group agrees to adopt the Annual deliverables on the planning calendar

### **B. Annual Board Calendar**

All agreed to calendaring and Lauren will take the time to add in all agenda proactively for SY 20/21 with these items.

## **IV. Charter Contract Review**

### **A. Charter Contract Review**

Reviewed terms and need to assess vision and mission on all documents. In addition, will craft a letter to the district stating why our Vision and Mission was updated. Lauren to complete and ensure it is ready.

### **B.**

## PPA Charter Contract Renewal Timeline

### Charter Renewal process-

The charter contract renewal process examines a number of factors revealing the health of the charter school. This process is most transparent when it is characterized by the following criteria:

1. Putting the interests of children first;
2. Identifying performance indicators that have been in place for the duration of the contract;
3. Gathering accurate performance, financial and governance data;
4. Undertaking annual performance evaluations;
5. Adopting reasonable academic performance expectations;
6. Considering multiple measures, including comparable school performance, across three or more years;
7. Weighing the evidence based on importance, rather than relying on numeric cut scores;
8. Listening to the points of view of both the district staff and the charter school;
9. Taking into account the number of years that the school has been operating.

Charter school contracts in DCSD will be reviewed for renewal in the year prior to the charter expiration year. The charter school must submit a Charter School Intent to Renew Contract form on or before September 1 of the year prior to the year that the contract expires. See the renewal timeline on the next page for renewal deadlines.

Charter schools are evaluated for renewal based on their yearly Accreditation, financial health, and governance and operations. The charter school Accreditation procedure answers the following key questions that are essential for renewal status:

- Is the educational program a success?
- Are school operations effective and efficient?
- Is the school meeting its legal and other obligations?
- Does the school have excellent governance and leadership?

### DCSD Renewal Timeline

Spring of the year prior to the charter's expirationThe parties meet so that the district can explain the renewal process, application format and timeline, and address any questions regarding the process

September 1 of the year prior to expirationThe school formally submits the Intent to Renew letter, renewal narrative and additional data to the Office of Choice Programming

September 1 of the year prior to expirationChoice programming coordinates site visit to be done by outside reviewers.

No later than November 1 of the year prior to expirationThe school submits the contract appendix documents to the Office of Choice Programming which includes:

1. **Board Conflict of Interest form**
2. **ESP Agreement, if applicable**
3. **Request for Automatic Waivers of State Laws**
4. **Request for Additional Waivers of State Laws (if any)**
5. **Request for additional Waivers of District Policy (if any)**
6. **Enrollment Preferences, Methods, Timelines and Procedures**
7. **TLCC survey data**

November 15 of the year prior to expirationDistrict staff submits to the superintendent's cabinet a renewal review and supporting data.

Prior to December district board meetingDistrict staff reviews the renewal recommendation and adds additional information as needed  
DecemberDistrict board of education meeting:

1. Board asks questions and requests clarifications as needed.
2. Charter school responds to the staff report and recommendation.
3. Charter parents and other interested persons may address the board.

Prior to January district board meetingDistrict staff sends any additional written information and clarifications to the board of education

No later than February 1District board of education acts by resolution to approve or deny the request to renew the charter

No more than 30 days after the district board decisionA notice of appeal may be filed with the State Board of Education

No more than 60 days after the notice of appeal has been filedThe State Board of Education holds a hearing and makes a decision to uphold the district's decision or remand the decision back to the district for reconsideration

## **V. Annual Board Assessments**

### **A. Start, Stop, Continue Exercise Results**

#### **1. Focus on Strategic Direction of Parker Performing Arts School**

1. Strategic Conversations
2. Accountability to deliverables
3. Monthly check in on progress

#### **1. Board of Directors Accountability**

1. Meeting Efficiency
2. BOD Accountability
3. Efficient Task Completion

**1. Board Recruitment**

1. Add additional skills and experiences to board seats
2. Seek out community board seats
3. Create schedule/timeline of best practices
4. Ensure creation of BOD recruiting and onboarding schedule

**1. Board on Track Use**

1. Communication efficiencies
2. Ensuring docs are leveraged in BOT only
3. Utilize calendar in BOT for consistency

**1. Committee Success**

1. Ensure each committee defined and structured
2. BOD chairs on each committee
3. Actively recruiting new committee members effectively

**B. BoardOnTrack Board Assessment Results**

**Board Meetings**

Ensuring we are proactively sharing adding of agenda items in BOT  
Sunshine Law adherence

**Board Composition**

Ethnicity and age diversity needed  
Keep gender balance

**Board Goals & Accountability**

Commitment to upload committee progress prior to Board meetings  
Tasks deadlines are used in BOT

**Board Recruitment**

Documented recruitment and onboard plan  
Orientation process

Previous Governance Experience- added and done

**Finance**

Annual training by G&G  
Relying on G&G and school leader for strength in this area

**Development**

Strategic Fund Development Plan- Create a plan for this committee by (date)  
Accountability- *Give or Get* component to each BOD seat  
Board Member expertise, added to board  
Board member training on how to do so

**Board Savvy School Leader**

Succession plan

Jenn to create internal plan for her role

Board Succession plan created, what do we do if we cannot meet with quorum  
including proxy voteAdd in link from Chris about Sunshine Laws

## **VI. SWOT Analysis**

### **A. SWOT Analysis**

#### **STRENGTHS:**

Unique to our community  
Engaged Board  
School Communication  
School Culture  
Clarify of vision/mission  
Teacher Retention  
Smaller School Size  
Driveline Process  
Town of Parker Partnership  
Driveline Process  
Diversity of Student Body  
Technology  
Admin Staff

#### **WEAKNESS:**

Student Retention  
Perceived lack of academic rigor  
Enrollment  
Volunteers  
Building Space  
Awareness of PPA

#### **OPPORTUNITY:**

High Functioning Board  
Fundraising/Development  
Enrollment  
Bond Refinance  
Arts Partnership  
Venue Rental  
Diversity of student body (Talents, Skills, Background)  
Academic Growth  
Technology  
Reassess calendar for more Professional Development  
Marketing efforts (interns)  
Promotion of an arts education  
Website redefine

### **THREATS:**

School Finance (ppr)

Pandemic

Unknown Expenses

Low K/1st Enrollment

Community Perceptions

Awareness of PPA

Disgruntled Staff

### **B. Identify Potential Connections Between Quadrants**

Key Topics are:

**GOAL ONE: Marketing**

**GOAL TWO: Financial Development**

**GOAL THREE: Board Development**

**GOAL FOUR: Academic**

**GOAL FIVE: School Culture**

### **C. Refine Points & Identify Key Initiatives**

No Changes to the concepts above- image included here:

<https://app2.boardontrack.com/org/DmWZQd/attachment/download/143153>

## **VII. Define Goals/Objectives**

### **A. S.M.A.R.T. Goal Development**

**GOAL ONE: Marketing**

**We will create a 3-year Marketing Plan and will achieve all year one targets, including achieving final enrollment of 730 by October 1, 2021.**

1. The marketing committee will draft a 3-year strategy with individual yearly targets by (DATE)
  2. We will formalize university partnerships to create/document a PPA Internship Program by (DATE)
  3. We will update our website to reflect a more factual perception of what PPA is offering to our communities by (DATE)
  4. We will leverage printed and digital media campaigns to increase awareness of PPA school vision by (DATE)
- Consider restating/promoting what is an arts education (define skills that are taught outside of the performing arts component) (Consider promoting on website, printed and digital media)

1. We will build/cultivate new arts partnerships in the community by (DATE)
2. We will launch/incentivize a social media review campaign (Google, Yelp, Niche and TBD) to receive an average of 3 reviews per month by (DATE)

#### **GOAL ONE MEASUREMENT/OUTCOMES:**

1. Documented strategy document
2. Enrollment has an improved of (X or X%)
  1. Current Goals
    1. in 2020-2021
    2. 730 in 2021-2022
    3. 740 in 2022-2023
    4. 750 in 2023-2024 and beyond
  3. Marketing campaigns functioning in communities and getting views
  4. Positive reviews and social media presence
  5. Student retention figure

#### **GOAL TWO: Financial Development**

**We will create a 3-year Financial Development Plan and will achieve all year one targets, including increasing non-PPR revenue by \$100K by FYE June 2021.**

1. We will support annual school sponsored fundraising efforts by (DATE)
2. We will create a venue rental program including policy and procedural documentation by (DATE). (That will support ongoing use of our building and community integration by (date)?)
3. We will establish a minimum of 1 newly committed large-scale donor/sponsorships to support our PPA Mission yearly, with our first donor identified and in progress by end of SY 2021.
4. We will establish PPA's grant writing purpose and documented best practices, to include a functional committee whom is sourcing and submitting applicable grants by (date).

#### **GOAL TWO OUTCOMES:**

1. Effective venue rental use
2. Onboarded a large-scale donor/sponsors in place
3. Effective grant writing workflow and committee supporting opportunities

#### **GOAL THREE: Board Development**

**We will improve our board efficiency and effectiveness through professional development of all board members by June 2021.**

1. Recruitment 2-4 new board members by (date)
2. Hosting 1 per quarter Training and development of existing board members by (date)



3. Establish regular monthly meetings with Jenn/Phil monthly by (date)
4. Documented Onboarding/Offboard guidelines by (date)
5. Policy and Procedure review annually by (date)
6. Utilize BOT to post committee agenda/minutes monthly by each committee chair/BOD chair beginning (date)
7. Directors will utilize BOT to submit agenda topics/updates one week prior to the scheduled board meetings beginning (Date)

### **GOAL THREE OUTCOMES:**

1. Move from an engaged BOD team to a high functioning board
2. Improved skillset and background of board members
3. Increase board size to appropriately allocate the workload effectively
4. Updated and accurate policy and procedure management
5. Well-developed and engaged board members

### **GOAL FOUR: Academic**

**We will oversee the SAC Committee to ensure effectiveness including progress and achievement of the yearly UIP goals by June 2021.**

1. We will ensure parents, students and staff are surveyed a minimum of 1 time per year and results are calibrated and a plan created to address gaps by (Date)
2. We will assess PPA's academic opportunities by (date) and ensure a strategic plan is created and administered by (date).
3. We will utilize the iReady score and curricular based measures/assessments to benchmark student academic growth and identify gaps by (date)
4. We will ensure the school leader prepares a professional development plan for all teachers and administrations by (date).
5. We will ensure the anti-bullying policy is current and is being enforced by (date)

### **GOAL FOUR COMES:**

1. Increased participation from past years survey responses

Growth and maturity of academic growth, to reduce perceptions of poor academic achievement

### **GOAL FIVE: School Culture**

**GOAL 1: We will assess our current school culture focusing on our existing diversity state to identify key areas by (date) and to be implemented by June 2021.**

1. Assessment of our current student diversity compared to school district figures by (date)
2. Assessment and strategy of our current teacher diversity and establish options to increase by (date)

3. We will document PPA's diversity statement and look for opportunities to share our schools' unique diverse culture.

**GOAL 2: We will improve our volunteerism of school parents by June 2021.**

1. BOARD MEETING to host content and addition here

#### **GOAL FIVE OUTCOMES:**

1. Celebration of our schools' unique culture and diversity
2. Documented strategy to improve diversity support/stance

#### **B. Strategy Implementation/Action Steps**

Items listed above, formal plan is found in documents under the SY 2020/2021 Strategic Planning

<https://app2.boardontrack.com/org/DmWZQd/document/list>

### **VIII. Onboarding New Board Members & Committee Chairs**

#### **A. Board Manual**

Ongoing work is still underway and will be ready prior to the onboarding of the next wave of directors.

#### **B. Onboarding Process**

Ongoing work is still underway and will be ready prior to the onboarding of the next wave of directors.

### **IX. Closing Items**

#### **A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:07 PM.

Respectfully Submitted,  
K. Wagner-Grull (E, #7)

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#### **Documents used during the meeting**

- Annual Strategic Planning Cycle.pdf
- Proposed Annual Board Calendar.pdf

- PPA Charter Contract.pdf
- Charter Renewal Timeline.pdf
- FY20-21 Board Assessment Recommendations.pdf