



Detailed Agenda
Board of Trustees Strategic Priorities Session
Saturday, October 15, 2022
9 AM -1 PM

679 West End Avenue, #16B
New York, NY 10025

Welcome – Herb	2 minutes
Introductions – All	5 minutes
Goals / Outcomes for the Day – Jim <ul style="list-style-type: none"> ● Reach Consensus on Strategic Priorities for School Year 2022-23 (and Upcoming Charter Term) ● The First Steps Toward Developing a Living and Robust Strategic Plan 	3 minutes
Context for Session - Jim (with Celia and Herb) <ul style="list-style-type: none"> ● Why are we here? ● Are we all on the same page? ● Where are we (the school) at? (LION is about to be renewed for a full charter term without conditions – a success to be celebrated) ● Nevertheless, where do we need to go per the charter performance contract (embodied by Accountability Measures)? <ul style="list-style-type: none"> ○ Is LION a quality school? ○ LION is distinct from Hyde. It is a community-based K-12 non-residential school serving a predominately educationally disadvantaged student population. Do we all understand and accept this? ● Keeping the eye on the prize – the existing school and its current challenges ● Roles and responsibilities of leadership and a governing board and appropriate interaction between the board and leadership <p>Resources: SUNY CSI Renewal Report, APPR, SLT SWOT, Board on Track Materials</p>	7 minutes

<p>Opening Activity – Celia</p> <ul style="list-style-type: none"> ● Evolution of Strategic Priorities - A Brief Chronological History <ul style="list-style-type: none"> ○ 2015 - 18 Strategic Priorities ○ 2019- 21: Covid 19 - Reacting to a Pandemic ○ June 2021 SWOT ○ 2021 - 23 Strategic Themes and Priorities ● Presentation of 10.11.22 Senior Leadership Team Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis Review <p>Resources: All documents referenced above</p>	<p>13 minutes</p>
<p>Executive Director Report and Recommendations on Senior Leadership Team’s SWOT Identified Challenges & Strategic Priorities – Celia</p> <ul style="list-style-type: none"> ● Strategies for Improving Educational Program & Student Outcomes and Maintaining Fidelity to LION School Model <ul style="list-style-type: none"> ○ Improving the K-8 Program (immediate) <ul style="list-style-type: none"> ■ Effectively Engage All Students ○ K-12 Alignment (immediate and multi-year) <ul style="list-style-type: none"> ■ Academic Program ■ Improving the Use of Data ○ School Culture <ul style="list-style-type: none"> ■ Character Education ■ Building Stronger Partnerships with Community Organizations, Including Pre-K ■ Impact of Condition of 730 Bryant Facility ○ Attracting, developing, and retaining high quality instructional and other staff (immediate and ongoing) – <i>Building a Critical Mass of Great Teachers</i> <ul style="list-style-type: none"> ■ Recruitment & Hiring ■ Training and Professional Development ■ Team Structure ■ Compensation and Benefits (including paid leave) ● Implications on Finances, Facilities, and Fundraising (immediate and ongoing) <ul style="list-style-type: none"> ○ Salaries, Benefits, Leave Policies (personnel related expenses) ○ Bryant Avenue Space Upgrades / Addressing safety and health issues and other challenges ● Institutionalizing Practices (immediate and multi-year) <ul style="list-style-type: none"> ○ Codification and updating of all practices and policies (immediate) ○ Annual review and updates (ongoing) 	<p>60 minutes (including facilitated discussion)</p>

Discussion, Consensus to Embrace SLT Recommendations, and Next Steps (Jim will facilitate)	
<p>Finances, Facilities, and Fundraising Review and Updates – Stephen, Herb, and Celia</p> <ul style="list-style-type: none"> ● Brief presentation FY 2022 Financial Results and Financial Status – Stephen ● Brief Update on Debt, Interest Swap, Refinancing Options (or lack thereof), and FY 2027 Reset Date – Stephen and Herb ● ESSER & ARP Funding Timeline & Implications ● Class Size Legislation Implications ● Fundraising Priorities & Chal- Celia: <ul style="list-style-type: none"> ○ Family program ○ Marketing ○ Outreach to Alumni / Support for graduates ○ Upgrades to the Bryant School Facility <p>Discussion (Jim will facilitate)</p>	30 minutes
BREAK	10 minutes
<p>Board and Leadership Operations and Succession – Herb</p> <ul style="list-style-type: none"> ● Board Leadership ● Structuring Board Meetings <ul style="list-style-type: none"> ○ Use of Dashboards Tracking Progress Vs. Charter Goals ● Executive Committee Rotation ● Next Steps 	7 minutes
Reactions and Discussion – (Jim will facilitate)	10 minutes
<p>Board Development and Operations – Herb and Jim</p> <ul style="list-style-type: none"> ● Typical Stages of a Charter School Board Evolution – Jim <ul style="list-style-type: none"> ○ Founding vs. Governing Board – Where LION is at and should be – Jim <ul style="list-style-type: none"> ■ Appropriate roles and responsibilities of leadership and a governing board and appropriate interaction between the board and leadership ○ Board Diversity and Community / Stakeholder Representation – Herb 	5 minutes 7 minutes

<ul style="list-style-type: none"> ■ Need for stakeholder and community representation and obstacles – Celia and Herb <ul style="list-style-type: none"> ● Pros and cons of parent representation ■ Revising “Board Expectations” (i.e., in-kind contributions sufficient to meet financial commitments) <p>Reactions, Discussion (of Strategies for Identifying / Recruiting New Board Member Candidates – to include the importance of marketing), Consensus on Diversity and Next Steps – (Jim will facilitate)</p>	16 minutes
<p>Expanding Beyond the Current Footprint in the Present NYS, NYC, and National Charter School Environment: Opportunities and Risks – (Jim will introduce and facilitate discussion) to include but not be limited to:</p> <ul style="list-style-type: none"> ● Greenlighting Criteria- What must be in place for an expanded footprint to be a viable option? Such as: <ul style="list-style-type: none"> ○ Evidence of high quality K-12 school ○ All practices institutionalized / formalized ○ Sufficient Capacity and Stability ○ Current NYC and Charter Sector Realities ○ Opportunities and Risks <p>Items for Future Discussion (Consensus)</p> <ul style="list-style-type: none"> ● Outreach and Support to Alumni ● Pre-K ● TBD 	30 minutes (including discussion)
<p>Summarize: Priorities Senior Leadership Team to Focus on During the Current School Year – Jim will facilitate</p> <ul style="list-style-type: none"> ● Role of Board ● Items for Future Consideration <p>Process for Developing a Strategic Plan Starting with Current Strategic Priorities – Jim will lead and facilitate</p> <ul style="list-style-type: none"> ● Brief Discussions of Strategic Plan Template & Outline, Final Product, Timeframe and Process 	15 minutes 15 minutes
WRAP-UP	5 minutes