Good afternoon –

We are excited to frame the work for the upcoming year, based on our strategic plan. Equally exciting is the new committee structure, which will allow us to meet our ambitious goals for the next three years. The first order of business is to review our dashboard and then committee structure and to focus on July deliverables from our strategic plan. Here’s the excerpt, and note that we’ll focus on 1A1, 1A2, and 1A3:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Transition the APR Board primarily from a governing board to one that more greatly emphasizes and supports a culture of philanthropy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>By July 2018 revise the board job description to include fundraising as a primary responsibility for all board members and to encourage a substantial, annual gift from each board member.</td>
</tr>
<tr>
<td>1A2</td>
<td>By July 2018, finalize a job description for the Development Committee, elect a Committee Chair with a 2-year term, and create an annual Committee work plan for Year 1.</td>
</tr>
<tr>
<td>1A3</td>
<td>By July 2018, decide annual increase percentage for board giving over the next 3-year period.</td>
</tr>
<tr>
<td>1A4</td>
<td>By June 2019, recruit 2-3 new board members with the eagerness and capacity to support philanthropy at APR.</td>
</tr>
</tbody>
</table>

The second act of the meeting will be to begin an exercise that will allow us to get to know one another a bit more (without trust falls and human knots😊). We will ask volunteers to share why they do this work, starting with the core values, beliefs, and aspects of identity that motivate you.

Gambatte and Kaizen,
Peter and Spencer

Attachment list

1. Agenda p. 2 Agenda for meeting
2. Minutes p. 3-4 Minutes from June
3. Dashboard p. 5-6 End of year dashboard
3. Committee Structure p. 7-15 Board responsibilities and committee assignments
4. FY 2019 Resources p. 17-18 Proposed fundraising targets
OBJECTIVES:

- To establish revised board and committee job descriptions
- To review board development goals, per our strategic plan
- To build our team and learn more about individual perspectives

<table>
<thead>
<tr>
<th>Action</th>
<th>Agenda Item</th>
<th>Who?</th>
<th>Docs / Vote</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vote</td>
<td>I. Minutes/Schedule/Events</td>
<td>PF</td>
<td>June Minutes;</td>
<td>5 min.</td>
</tr>
<tr>
<td>Vote</td>
<td>A. Today’s meeting Agenda</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Vote</td>
<td>B. Approve remote access, if requested</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Vote</td>
<td>C. Approve previous meeting minutes</td>
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<tr>
<td>Vote</td>
<td>D. Public Comment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Vote</td>
<td>II. Dashboard and Strategy</td>
<td>PF, RW, JC, PL, MD</td>
<td>Board and committee structure</td>
<td>30 min</td>
</tr>
<tr>
<td>Vote</td>
<td>A. Dashboard</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Vote</td>
<td>B. Board and Committee respons.</td>
<td></td>
<td></td>
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<tr>
<td>Vote</td>
<td>C. Fundraising Targets</td>
<td></td>
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</tr>
<tr>
<td>III.</td>
<td>Financial</td>
<td></td>
<td></td>
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<tr>
<td>IV.</td>
<td>Governance</td>
<td>PF</td>
<td>Testimonial guidance</td>
<td>60 min</td>
</tr>
<tr>
<td>IV.</td>
<td>A. Individual reflection: Why do you do this work?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV.</td>
<td>B. Share-out</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>V.</td>
<td>Closure</td>
<td>PF</td>
<td>Next Steps</td>
<td>5 min.</td>
</tr>
</tbody>
</table>
Board of Trustees Meeting Minutes  
June 14, 2018 6:30 pm

Present: Robie White, Peter Fishman, Peter Falvey, Jon Correia, Pamela Lomax, Robert Guen, Nancy Snyder, Sarah Piscatelli, Spencer Blasdale (Executive Director), Piel Hollingsworth (CAO), Chris Collins (CFO),

Remote access (phone): none

Meeting was called to order 6:32 pm

I. Minutes/Schedule/Events

A. Today’s meeting Agenda – Ms. Lomax proposes and Mr. Correia seconds. All approved the agenda as presented.

B. Approve remote access – None.

C. Approve previous meeting minutes – Motion to approve committee meeting notes and board meeting notes enclosed. Mr. Correia proposes. Dr. Guen seconds. All approved.

D. Public Comment – None.

II. Dashboard and Strategy

A. Insight Survey Results. We discussed the teacher perceptions from the spring 2018 Insight Survey. Similar to last year it was noted that the middle school teachers overall index score placed this group in the lowest quartile while the high school teachers responses placed this group just below the upper quartile (67th percentile). Mr. Fishman and Ms. Hollingsworth noted that there is great urgency around the learning environment. Specifically, Ms. Hollingsworth noted that teacher departures are linked to deficits in the learning environment. Discussion ensued about staff attrition, which is likely to be at approximately 25% (or 75% of teachers will continue with us). When asked about the breakdown Ms. Hollingsworth responded that approximately 50% of teachers are leaving because of performance and about 50% because of life circumstances (moving, partner getting new job, continuing education, etc.) In response to board questions Ms. Hollingsworth spoke about the culture audit on June 18 and about our leadership team planning for the upcoming school year.

III. Financial

A. Finance committee (Dr. Guen and Mr. White and Mr. Collins) presented from last finance meeting in which they reviewed the FY19 budget as well as capital plan and recent interest rate news about our loan. Mr. Collins provided highlights of line items such as the conservative estimate for enrollment (scaled back since last draft) as well as the increase in private revenue expectations (resulting from both committed grants as well as increased fundraising target as noted by Mr. White).

B. Mr. Falvey motioned to approve the FY19 budget. Mr. Correia seconded. All approved.

C. Dr. Guen motioned to approve the 10 year capital plan. Mr. Correia seconded. All approved.

D. Mr. Falvey motioned to approve a $150,000 transfer to our capital fund. Mr. White seconded. All approved.
E. Mr. Correia motioned to accept a $37,000 transfer to the school from the Foundation. Ms. Lomax seconded. All approved.

F. Mr. White motioned to permit the Executive Director or Board Chair to enter into a financial agreement to restore interest rate certainty and stability by restoring 100% hedge to the school’s tax exempt debt affected by the 2018 change to federal tax rates. Dr. Guen seconded. All approved.

IV. Governance

A. Members and Officers: Ms. Snyder motioned that Ms. Bernadine Desanges become a board member, effective July 1, 2018, per the approval of the Charter School Office. Ms. Lomax seconded. All approved.

B. Ms. Snyder presented a list of officers for the upcoming school year. Mr. White proposed that the board accept the list of officers as presented. Dr. Guen seconded. All approved.

C. Ms. Snyder presented a proposed calendar for the upcoming school year. There was discussion of making minor modifications to timing of committee meetings. Ms. Lomax proposed that the board accept calendar as presented, with the expectation that we will fine tune subcommittee meeting times. Dr. Guen seconded. All approved.

D. Mr. White reviewed the latest edits of our bylaws from the department. All were minor and thus Ms. Piscatelli proposed that we accept the changes and adopt these bylaws. Ms. Snyder seconded. All approved.

E. Mr. Blasdale explained the Accountability Plan as a foundational element of our contract with the state. The board last reviewed this in the fall and the department recently approved it. Mr. Correia proposed that we accept the Accountability plan as proposed. Mr. White seconded. All approved.

Meeting adjourned at 8:04 p.m.
Calendar for Dashboard Review

**Overview:** The dashboard will be present at each board meeting as well as each administrative team meeting over the course of the year. However, we will take a close look at sections of data at different meetings according to the following schedule.

**Wednesday, July 18th, 2018**
*During July the school’s administrative team reviews the annual dashboard format and benchmarks and makes recommendations for improvement to the full board. In addition, final year-end data will be reviewed as necessary.*

**Wednesday, September 19th, 2018** (Full Board, APR, 6:30pm)
*College matriculation and persistence data;*
*Access and equity data for AP courses, special education*

**Wednesday, October 24th, 2018** (Full Board, APR, 6:30pm)
*Attendance and demographic data*
*Audited financials*

**Wednesday, December 12th, 2018** (Full Board, downtown tbd, 8:00 am)
*Student suspension data;*
*Access and equity data for AP courses, special education*

**Wednesday, February 13th, 2019** (Full Board, APR, 6:30pm)
*Honor roll data;*
*Interim achievement data;*

**Wednesday, April 24th, 2019** (Full Board, downtown tbd, 8:00 am)
*Lottery data;*
*Deep dive into specific area determined by board;*

**Wednesday June 12, 2019** (Full Board, APR, 6:30pm)
*(Note: Annual Meeting, multiple votes required)*
### I. Annual Post-Secondary Measures

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>College Placement (% of seniors accepted to 4-year)</td>
<td>88%</td>
<td>80%</td>
<td>92%</td>
<td>100%</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>College Matriculation (% who enter 2 or 4 year)</td>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td>95%</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>College Persistence (6-year graduation rate)</td>
<td>51%</td>
<td>70%</td>
<td>70%</td>
<td>67%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Advanced Placement (% students taking test(s))</td>
<td>70%</td>
<td>56%</td>
<td>62%</td>
<td>58%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Advanced Placement (pass rate)</td>
<td>14%</td>
<td>16%</td>
<td>43%</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>ACT Score (% of students earning 20 points or above)</td>
<td>n/a</td>
<td>50%</td>
<td>56%</td>
<td>56%</td>
<td>75%</td>
<td></td>
</tr>
</tbody>
</table>

### II. Access and Equity

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Race - W</th>
<th>Race - B</th>
<th>Race H</th>
<th>Race - Mxd</th>
<th>Gndr - M</th>
<th>1st Lang</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Education Services (q1)</td>
<td>8.5%</td>
<td>60%</td>
<td>28%</td>
<td>2%</td>
<td>49%</td>
<td>13%</td>
</tr>
<tr>
<td>Discipline - Actions (quarter)</td>
<td>12%</td>
<td>63%</td>
<td>23%</td>
<td>60%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Mandarin Enrollment (gr 8)</td>
<td>28%</td>
<td>50%</td>
<td>21%</td>
<td>0%</td>
<td>35%</td>
<td>0%</td>
</tr>
<tr>
<td>HS Enrollment</td>
<td>7%</td>
<td>63%</td>
<td>25%</td>
<td>4%</td>
<td>46%</td>
<td>5%</td>
</tr>
<tr>
<td>AP Course Test Takers (yr. 2018)</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Earned 3.0 GPA (q1)</td>
<td>13%</td>
<td>53%</td>
<td>29%</td>
<td>3%</td>
<td>31%</td>
<td>5%</td>
</tr>
<tr>
<td>Earned 3.0 GPA (q2)</td>
<td>8%</td>
<td>51%</td>
<td>35%</td>
<td>4%</td>
<td>41%</td>
<td>1%</td>
</tr>
<tr>
<td>Earned 3.0 GPA (q3)</td>
<td>9%</td>
<td>57%</td>
<td>25%</td>
<td>7%</td>
<td>33%</td>
<td>1%</td>
</tr>
<tr>
<td>Earned 3.0 GPA (q4)</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

### III. Quarterly Engagement and Performance Measures

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Yr. Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Attendance (running daily attendance)</td>
<td>94.8%</td>
<td>95.2%</td>
<td>94.7%</td>
<td>95.1%</td>
</tr>
<tr>
<td>Student Attrition (running # and % of students leave)</td>
<td>2</td>
<td>10, 2%</td>
<td>14, 2.6%</td>
<td>15.3%</td>
</tr>
<tr>
<td>Student Behavior (# and % of students suspended - OSS)</td>
<td>9, 2%</td>
<td>15, 3%</td>
<td>33, 6%</td>
<td>51.8%</td>
</tr>
<tr>
<td>Interim Assessments 5-8 (# of assessments &gt; network)</td>
<td>8/8</td>
<td>8/8</td>
<td>8/8</td>
<td>n/a</td>
</tr>
<tr>
<td>Percent of students earning 3.0 GPA (HS only)</td>
<td>38%</td>
<td>39%</td>
<td>41%</td>
<td></td>
</tr>
</tbody>
</table>

### IV. Stakeholder Satisfaction

<table>
<thead>
<tr>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Perception (participation)</td>
<td></td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>Parent Perception (safe school; teach character)</td>
<td></td>
<td></td>
<td>91%</td>
</tr>
<tr>
<td>Staff Perception (Instructional Index Score vs Network for MS)</td>
<td>27%, 47%</td>
<td>17%, 67%</td>
<td>&gt;80th</td>
</tr>
</tbody>
</table>

### V. Financial Metrics

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial (debt service coverage ratio)</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
</tbody>
</table>
The Academy of the Pacific Rim’s mission is to empower urban students of all racial and ethnic backgrounds to achieve their full intellectual and social potential. Graduates of APR have focused minds and big hearts. They are ready for post-secondary education because they have mastered college ready academic skills and knowledge and have learned a range of skills and dispositions that will allow them to navigate ongoing learning and fully participate in and transform civic life.

In April 2018, the APR Board of Trustees approved a three-year strategic plan with this vision of an APR graduate at its center. To achieve the goals laid out in this plan -- to ensure that every student has the opportunity to develop a Big Heart and Focused Mind -- we as a board must be more engaged and purposeful than ever. We must operate as a team, listening to each other, pushing each other’s thinking, and holding high expectations for our individual and collective work together.

One of the ways in which we exercise purposeful governance is through board committees. We believe that this is the most effective and efficient way to fully execute our bold strategic plan.

Historically, APR’s board committees have operated unevenly: some committees have met regularly, with specific objectives and targeted agendas, while other committees have been less consistent. This inconsistency was noted by DESE upon our most recent charter renewal.

As we prepare for the 2018-2019 school year, we aim to strengthen our committees, recognizing the responsibility that each has for components of our strategic plan, as well as our collective responsibility for the success of the whole school and of APR’s graduates. We work to ensure that each committee is engaged, purposeful, and inclusive.

The following pages include an overview of Trustee responsibilities as well as a description of each committee, its goals, and meeting schedule.
Key Responsibilities of the Individual Trustee

Each trustee of the Academy of the Pacific Rim Charter School (APR) affirms and strives to perform against the performance expectations outlined below. These expectations are clearly articulated prior to nominating any candidate as a Board member. The APR Board nominates the candidate only after he or she has agreed to fulfill these expectations.

We expect that each trustee devotes up to 4 hours per month in fulfilling her/his duties. This time is typically spent in attending monthly meetings (2 hrs/month alternating between full board and committee meeting), reading materials (1 hr/month) and attending a school event such as graduation or potluck dinner (1 hr every other month).

1. Be an active advocate and ambassador for the values, mission & vision of APR.
   - Guide ongoing strategic planning in alignment with mission and vision
   - Periodically review the mission statement
   - Basing actions on the good of the school and the Board, not on a personal agenda

2. Select and manage the school leader.
   - Engage in thoughtful and deliberate search process to find school leader
   - Develop clear job description and goals for school leader
   - Provide annual feedback for the school leader

3. Support the effective operation of the Board of Trustees by, among other things:
   - Preparing for meetings by reviewing materials
   - Supporting Board decisions once they are made
   - Regularly appraising your own performance and that of the Board
   - Recruiting new board members as appropriate
   - Serve on at least one but no more than two committees of the Board

4. Ensure adequate resources.
   - Approve annual budget and fundraising targets
   - Make an annual gift at a level that is personally meaningful
   - Enlist support (financial and otherwise) from personal network

5. Monitor and continually develop school program.
   - Review key student performance metrics on an ongoing basis
   - Assess the quality of programs and services

6. Ensure legal and ethical integrity and maintain accountability.
   - Develop and maintain adequate personnel policies and procedures
   - Adhere to provisions of bylaws as well as state and federal regulations such as Open Meeting Law
   - Inform the Board of any potential conflicts of interest, whether real or perceived
2018-2019 Committees

Finance

**Trustees:** Robie White*, Nancy Snyder, Peter Fishman

**Staff:** Chris Collins, Spencer Blasdale

**Permanent Charge**

1. Set short- and long-term fiscal goals to ensure school sustainability and success
2. Oversee APR’s financial resources by defining financial reporting needs and reviewing financial statements regularly, suggesting adjustments as required, and identifying financial challenges before they become urgent issues
3. Work with ED and CFO to prepare and recommend an annual budget for the board’s consideration and approval
4. Recommend the selection of an auditor and meet with the auditor before the board’s audit review and approval
5. Ensure financial compliance by confirming that appropriate policies and procedures are in place and followed

**Related 2018-2019 Strategic Plan Goals**

- **1B1:** By August 2018, quantify and prioritize a list of resource needs, segregating those likely funded via general asks versus a project / programmatic ask (with Development Committee)
- **1B3:** By September 2018, review organizational budget in detail and assess where costs can be reduced (with Development Committee)
- **1D2:** By October 2018, determine the initial investment from reserves APR is willing to make to seed a more robust fundraising program (Full Board goal)
- **5A4:** By February 2019, board votes on overall compensation strategy including any change to related policies - e.g. sick/personal day rollover/benefits policy changes, etc. (Full Board goal)
- **5B3:** By February 2019, board votes on overall incentive program and teacher growth / leadership opportunities (Full Board goal)
- **7B2:** By January 2019, establish 3, 5, & 10-year timelines for securing adequate funding to obtain real estate, design and complete gymnasi um project (Full Board goal)

**Meeting schedule**

- Friday, August 17, 12pm-1pm
  - Review benchmarked compensation models from other schools
  - Determine variables that might go into new compensation model
  - Review simplified 10-year cash flow projection
- Define ongoing financial reporting needs for the year
  - Tuesday, August 21, 8am-9am (with Development Committee)
    - Prioritize list of resource needs (Goal 1B1)
    - Develop initial mapping of resource needs to most likely funders (Goal 1B2)
- Friday, September 14, 12pm-1pm
  - Prioritize variables for new compensation model
  - Review organizational budget in detail and assess where costs can be reduced (Goal 1B3)
- Friday, October 19, 12pm-1pm
  - Review at least three draft compensation models
  - Meet with auditor before the board’s audit review and approval
- Friday, November 16, 12pm-1pm (with Program Committee)
  - Review draft recommendation for overall compensation strategy and incentive program / teacher growth opportunities (Goals 5A3 and 5B2)
- Friday, February 1, 12pm-1pm
  - Review final overall compensation strategy and incentive program / teacher growth opportunities (Goals 5A4 and 5B3)
- Friday, March 22, 12pm-1pm
  - Review recommended annual budget for the board’s consideration and approval
Program Committee

Trustees: Jonathan Correia*, Nancy Snyder, Peter Fishman

Staff: Piel Hollingsworth, Jonathan Diamond

Permanent Charges

1. Partner with the ED and CAO to set and reach rigorous academic goals, and recommend these academic goals to the board for approval
2. Partner with the ED and CCO to set and reach rigorous culture goals, and recommend these culture goals to the board for approval
3. Monitor APR’s academic and culture performance and progress towards goals, identifying challenges before they become urgent issues
4. Monitor the ED’s efforts to improve in areas of concern, asking questions to probe decisions and uncover blind spots
5. Upon request, serve as an ongoing resource to administrators for academic issues and programming

Related 2018-2019 Strategic Plan Goals

The Program Committee is charged with monitoring the implementation of academic and cultural improvement initiatives. Specific items include the following:

- 2C1-2C3: Monitor academic program initiatives: developing a stronger continuum of services beyond inclusion in grades 7-12, including partial inclusion, sub-separate classes, and a possible PATH program; developing our EL program to provide both more targeted and school-wide language development.
- 3C1-2: Monitor cultural program improvements: instituting 1-2 student behavior-related practices in 5-12 program which 100% consistency and follow-through will be enforced during 2018-2019 SY; deciding on an effective student behavior management structure to roll-out for August 2019.
- 3B1-5: Monitor the culture program improvements: instituting 1-2 social and emotional dispositions per grade level as areas of focus for the 2018-2019 SY; revamping MS and HS advisory program structure and make decision on effectiveness moving forward; conducting research and adopt and modify an SEL curriculum and program that focuses on building skills – “Big Hearts” – (such as coping/self-advocacy skills, conflict resolution and emotional intelligence) and assess role of mentoring programs; implementing a schoolwide SEL (“Big Hearts”) program; piloting a MS and HS mentoring program (which includes alumni).

Meeting schedule

- Wednesday, October 17, 8:30am-9:30am
- Review 2017-2018 MCAS results
  - Monitor indicators from culture program improvements (Goals 3B and 3C)
  - Friday, November 16, 12pm-1pm (with Finance Committee)
    - Review draft recommendation for overall compensation strategy and incentive program / teacher growth opportunities (Goals 5A3 and 5B2)
- Wednesday, February 6, 8:30am-9:30am
  - Review final overall compensation strategy and incentive program / teacher growth opportunities (Goals 5A4 and 5B3)
  - Review research on SEL curriculum and program (Goals 3B1-5)
  - Monitor indicators from culture program improvements (Goals 3B and 3C)
- Wednesday, May 15, 8:30am-9:30am
  - Review recommendations related to academic program initiatives (Goals 2C1-2C3)
Development

Trustees: Pamela Lomax*, Bernadine Desanges, Jonathan Correia

Staff: Imani Jean, Spencer Blasdale

Permanent Charges

1. Lead the board’s culture of giving by motivating and engaging individual board members to get involved in the development and acquisition of gifts to APR
2. Recommend annual fundraising goals to ensure long-term sustainability and success
3. Partner with ED to craft a compelling and accurate case for support
4. Monitor progress toward annual fulfillment of fundraising goals

Related 2018-2019 Strategic Plan Goals

- 1A3: By July 2018, decide annual increase percentage for board giving over the next 3-year period.
- 1B1: By August 2018, quantify and prioritize a list of resource needs, segregating those likely funded via general asks versus a project / programmatic ask (with Finance Committee)
- 1B2: By August 2018, develop initial mapping of resource needs to most likely funders (individuals, corporations, private grants, government grants) while continuing to update the list
- 1B3: By September 2018, review organizational budget in detail and assess where costs can be reduced (with Finance Committee)
- 1C1: By November 2018, finalize 3-year fundraising plan with specific annual goals which grow by 50% annually
- 1D2: By October 2018, determine the initial investment from reserves APR is willing to make to seed a more robust fundraising program (Full Board goal)

Meeting Schedule

- Monday, July 30, time TBD
  - Review landscape analysis completed by Merskey
- Tuesday, August 21, 8am-9am (with Finance Committee)
  - Prioritize list of resource needs (Goal 1B1)
  - Develop initial mapping of resource needs to most likely funders (Goal 1B2)
- Tuesday, September 18, 8am-9am
  - Review draft 3-year fundraising plan (Goal 1B3)
  - Determine initial investment from reserves APR is willing to make (Goal 1D2)
- Tuesday, November 13, 8am-9am
  - Review final 3-year fundraising plan (Goal 1B3)
- Tuesday, January 8, 8am-9am
  - Plan for 2019 major fundraising event (tentative)
- Tuesday, March 19, 8am-9am
- Debrief 2019 major fundraising event (tentative)
  - Tuesday, May 14, 8am-9am
  - Monitor progress toward annual fulfillment of fundraising goals (tentative)
Governance

**Trustees:** Marcus DeFlorimonte*, Brett Carroll, Pamela Lomax  
**Staff:** Spencer Blasdale

**Permanent Charges**

1. Assess APR’s governance needs by periodically reviewing the board’s size, strategic composition, and committee structure
2. Identify, cultivate, and nominate new board members to build a strategically composed board
3. Recruit for demographic and skill diversity among board members, including diversity of race, gender, age, skill set, perspective, and experience
4. Maintain an officer succession plan that ensures high-performing board members serve as chair, vice chair, treasurer, secretary, and committee chairs
5. Review and recommend changes to bylaws and board policies every two years

**Related 2018-2019 Strategic Plan Goals**

- **1A4:** By June 2019, recruit 2-3 new board members with the eagerness and capacity to support philanthropy at APR. (Full Board goal)
- **6C3:** By December 2020, increase Kaizen team and board diversity to include underrepresented minorities such that at least 50% of each group is comprised of underrepresented minorities. (Kaizen Team goal)

**Meeting Schedule**

- **Tuesday, August 21, 9am-10am**
  - Identify skills/attributes/qualities needed for new board members (Goal 1A4)  
  - Brainstorm possible individuals or ‘connectors’ to fit our needs (Goal 1A4)  
  - Brainstorm effective vetting and introduction process for new members (Goal 1A4)  
- **Wednesday, October 17, 9:30am-10:30am**
  - Review initial list of candidates (Goal 1A4)  
  - Finalize vetting process for candidates (Goal 1A4)  
- **Tuesday, January 8, 9am-10am**
  - Review list of candidates; secure 2-3 possible candidates (Goal 1A4)  
- **Tuesday, March 19, 9am-10am**
  - Review progress of candidates (Goal 1A4)  
- **Tuesday, May 14, 8am-9am**
  - Begin process for Executive Director review
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Breakdown</th>
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</table>
| Summer Program        | $70,000| • 3-week, full 8 hr day camp  
                       |        | • ~75 students  
                       |        | • Amt. based on actual costs |
| China Trips           | $50,000| • Ticket prices ($1200), VISA changes ($50), passport costs ($150), stipends to families who host ($200), etc.  
                       |        | • 25-30 students  
                       |        | • $1200x30 students = $36,000  
                       |        | • $100x30 students = $3000  
                       |        | • $150x30 students = $4500  
                       |        | • $200x10 families = $3000  
                       |        | • $3500 = miscellaneous/hidden fees |
| PREP Program          | $10,000| • Summer bus passes  
                       |        | • CFO looking into more details |
| Dual Enrollment       | $50,000| • Transportation for students ($5,100)  
                       |        | • Cost of 2 courses for 25 students ($30,000)  
                       |        | • 1/5 or 20% of FTE managing program ($13,000) |
| Field Trips           | $61,500| • $100 per student per grade 5-12, except 8th grade with $200 per student  
                       |        | • One trip per grade |
| College Counseling    | $60,000| • 3rd College Counseling employee – salary and benefits  
                       |        | • CFO looking into more details |
| Athletics             | $100,000| • Sports include Football, Basketball, Soccer, Volleyball, Track & Field, Softball, Baseball,  
                       |        | • Transportation, rental to gyms, coaches stipends, referee fees, MCSAO fees  
                       |        | • Based on actuals |
| Technology            | $90,000| • Adding/replacement cycle of chrome books over 4-yr cycle  
                       |        | • ~150 units to replace per year  
                       |        | • $600 per chromebook  
                       |        | • Yr.1 = $600x150 chromebook units |
| **TOTAL:**            | **$491,500** |  |
## Other Operating Costs

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<tr>
<td>Development Consultant (Summer)</td>
<td>$ 25,000</td>
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<td>HR – hiring, recr, onboarding, etc.</td>
<td>$ 40,000</td>
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## Capital Expenses (2019-2020 focus)

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<tr>
<td>Facilities (i.e. playground, gym)</td>
<td>TBD</td>
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<td>Rebranding</td>
<td>TBD</td>
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