

University Prep – Annual Board Retreat Agenda – 11-16-23 through 11-17-23

**Note – The agenda below references a variety of separate attachments (hard copies available at the meeting – soft copies available via email and Google folder)*

Location:

Lone Rock

<https://goo.gl/maps/6VwhyX5C5Sue4TC9>

Bailey, CO 80421

Gate code: #2222

Logistics:

- Arrival time is between 3:00 and 4:00 PM on Thursday
 - o *Note: You need to park in the lot at the base of the property and then a shuttle will transport you to guest housing and the main amenities*
- Dress is casual throughout the retreat
- There is unlimited access to coffee, beverages and snacks on the property in the meeting spaces
- Dinner on Thursday along with Breakfast and Lunch on Friday will all be provided
- There is a gym along with hot tubs and a dry sauna if you want to utilize any of those amenities
- Keep in mind that this is a “mountainous area” and we’re nearing winter. You’ll want to bring clothing and footwear that works for walking outside on gravel roads / pathways
 - o **None of the walks from the ‘cabins’ to the meeting and eating areas are overly lengthy or arduous, but this isn’t like taking a hotel elevator to the lobby and walking to a conference room*
- On Friday morning, please have your luggage packed and inside of your cabin before coming to breakfast. The Lone Rock staff will gather your belongings and have them ready for you when we exit at 3:00 PM on Friday (*they’ll shuttle us back to our cars in the lot*)

Thursday, November 16th

3:00 – 4:30 PM - Arrival

- Park in the lower lot on the right hand side (roughly 1 mile after coming through the gate... (code - #2222))
- A shuttle or golf cart will take you up to the main property
- Get settled in to your cabin

5:00 – 5:45 PM (45) State of the Network **meeting in the main lodge*

- Key focus: How are we doing?

- Examination of our current Lead / Lag Measures through November
 - o What does our current performance look like against goals established for the school year?
- Review of current performance against historical outcomes (what looks different today vs. the past?)
- Establish a clear understanding of where we are today as we sprint to the mid-year point of our 13th year in operation

5:45 – 8:30 PM - Happy Hour & Dinner

- Join the group for happy hour / dinner in the main lodge area
 - *There will be a small, formal component in our dinner session focused on getting to know one another and further building our relationships across the board and senior team*
- After-dinner drinks are available along with fireside smores for those interested

Friday, November 17th

7:30 – 8:00 AM - Breakfast

- Breakfast is available in the main lodge

8:00 – 9:45 AM (105) Talent & Compensation

Key Focus 1: In surveying our new to U Prep talent, and specifically, our recruited “rocks,” what have we learned about our approach to talent recruitment/retention moving forward?

- What does the data tell us about how our “bets” (the rocks we hired) are experiencing U Prep?
 - o What are they enjoying? What aligns with what they anticipated? What is causing them stress or unexpected challenge?
 - o What kind of performance are they generating? How are they impacting student achievement? Adult culture? Etc.
- How are we taking this learning, continuing to monitor it, and applying it for the future?
- What does this mean about our talent strategy/efforts going forward? (who are we recruiting to come and join us? Why?)
- How are we continuing to think about home-grown talent (Teaching Fellowship) and that pipeline to future, diverse teachers without footing the bill internally?

Key Focus 2: How do we ensure our approach to comp keeps us competitive?

- When did we shift our baseline compensation and approach to annual increases and what did that shift look like?
- Fast forward, where does that shift put us against the market today?
- What would we need to do to the comp approach going into next year to ensure we are at the 50th percentile or greater against our peers when it comes to market competitiveness?
 - o *Goal of ensuring we don’t miss out on talent simply because the gap between our comp and theirs is too great to make up for with quality of organization, work conditions, team dynamics, fringe benefits, etc.*
 - **This conversation should tee us up for follow-up discussion in the early spring as we work to prepare budgets for 2024-25 and beyond*

Big Questions(s)

- Based on what we’ve learned from this years’ new-to-U Prep talent (“rocks”) and what we’ve researched in the larger public education ecosystem, **what do we need to do moving forward to be as successful and stable as possible in the area of talent?**

9:45 – 10:00 AM (15) Break

10:00 – 11:50 AM (110) Enrollment, \$’s and Our Future

****This section will be facilitated by external consultants Amy Slothower and Brian Eschbacher***

- Key Focus 1: What is our current fiscal and enrollment health?

- How did we say we would shift our staffing model to come in line with enrollment realities going into FY23-24?
- How has that shift alongside of actual enrollment impacted our budget? How is it playing out?

- What more do we need to understand about not only our n-size on enrollment, but how it came to be? (enrollment attrition, scholar recruitment)
- What additional shifts did we say we'd work towards in FY24-25 and beyond to ensure a more financially viable organization? (specifically tied to FTE)
 - Includes an update on PEBC partnership for Teaching Fellows and Opportunity Now grant with state of CO

- Key Focus 2: What is happening with enrollment in our city and the communities we serve? ... How are we doing in that equation?... What does this mean for our future?

- One year later after an enrollment analysis deep dive in Nov. '22, what does the picture look like?
- What has happened with volume (total) and demographics (breakdown) in our city and within the communities we pull from? And, what is projected to happen next?
- Within this context, how has U Prep been doing on the enrollment front? What do our recruitment figures look like in comparison to the schools around us? Is this recruitment sustainable based on the larger picture of demographics and how the market is behaving?
- How is choice behavior similar or different today (by demographic)? How is choice behavior projected to look going forward?
- Based on the outcomes of the DPS BOE election, how might policies/behaviors look going forward in connection with declining enrollment and what potential impact does that have on us?

Key Focus 3: What have we learned about the potential of shifting who we serve over time? What implications does this learning have on our future?

- What did we learn from our alumni families? Current families? Current leaders/teachers/staff? Potential future families? (current neighbors in our community who don't resemble the population we serve today)
- What opportunities and challenges does our qualitative analysis present us with?
- What are the decisions we can make with the information we have at hand when it comes to our future direction tied to enrollment, programming, marketing/branding, etc.?
- What are the opportunity costs tied to those decisions?

Big Question(s):

- With everything we now know about our current recruitment/enrollment reality, the demographic context around us in our local geography and city (and future projections), and the possibilities of shifting to a more diverse student body (and the varying accompanying perspectives), **what do we do next to ensure long-term enrollment and fiscal health?**
 - o And, with that decision, **what are the implications?** (for our team, brand, identity, priorities, etc.)

11:50 AM – 12:30 PM (40) Lunch

12:30 – 2:00 PM (90) The World of PreK and Our BGCMD Deal (School #3)

- Key Focus 1: How do the finances work in early childhood education?

- Where does publicly available revenue come from?
 - What is unique/variable about revenue in ECE that isn't the case in K – 12? And, why does that matter when we're budgeting?
- What do we project the expenses to look like?
 - What are the major costs (i.e. talent, facility, etc.) and what staffing ratios dictate those costs?
 - How are we thinking about mandated ratios vs. ideal ratios for program performance?

**This conversation should also tee us up for follow-up discussion in the early spring as we work to prepare budgets for 2024-25 and beyond, which will now include the School #3 entity and its ECE program*

- **Key Focus 2: Finalizing our deal with BGCMD to launch our first-ever ECE program (and School # 3)**

- What was the original plan for the renovation of the Suncor BGCMD building? What is the updated plan for renovation/expansion and why?
 - What is the accompanying financial impact of moving in this revised direction? How is this different from what we anticipated in our original million-dollar appropriations in support of School # 3? (and, what's the impact on our other YO expenses to get ready)
- What are the key elements of our draft license agreement with BGCMD that U Prep will be beholden to over the term of the lease?
 - What does the board have to understand about this agreement that will connect our two organizations? (U Prep & BGCMD)

Big Question(s):

- Are we in good shape to finalize our deal with BGCMD and move forward, and if not, what needs to be resolved in order for us to do so?

2:00 – 2:10 PM (10) Break

2:10 – 2:50 PM (40) Strategic Planning Going Forward *(Extending our Work from Aug. 2019)*

- **Key focus:** How are we moving our strategic planning efforts forward so we have clarity on our direction over the next 5 years? Where are we going? How will we get there?

- Our current strategic plan was constructed in Aug 2019 and concludes at the end of 2023-24.
 - How are we doing in year 5 of our 5-year effort?
 - How are we using this year as an opportunity to map out an extension of our existing strategic plan? (***narrowing our focus to a set of key questions that we need to answer, which will give us clear direction for the next half-decade***)
 - How are we thinking about our existing goals and strategic priorities? What is likely to stay in place and what is likely to be removed, revised or added?
 - How will the board engage with these efforts throughout the remainder of the 23-24 school year?

****Goal: An updated strategic plan for 2024-25 through 2028-29 with board approval prior to the close of the 2023-24 fiscal year.***

2:50 – 3:00 PM (10) Closing