



# UPREP

COLLEGE STARTS IN  
KINDERGARTEN

## University Prep – Annual Board Retreat Agenda – 11-21-24 through 11-22-24

**Location** (see email for details):

Lone Rock (Gate Code: #1105)

<https://goo.gl/maps/6VwhytX5C5Sue4TC9>

Bailey, CO 80421

### Big Questions:

- What does U Prep look like in the next 3 – 5 years?
- How do we define success and how do we get there?

### Thursday, November 21<sup>st</sup>

#### 2:15 – 3:00 PM - Arrival

- Park in the lower lot on the right hand side (roughly 1 mile after coming through the gate (code - #1105))
- A shuttle or golf cart will take you up to the main property
- Get settled in to your cabin

#### 3:15 – 4:15 PM (60) What is Success?

- **Key Focus:** How do we (our board) define the success of our organization?

- Opportunity to hear the perspectives of all board members on organizational success
- Chance to revisit what it really means for our organization to be “winning” in alignment with our shared mission and vision

#### 4:15 – 5:15 PM (60) State of the Network & Context Setting

- **Key Focus 1:** How are we doing today? And, how are we doing compared with where we’ve been?

- **Key Focus 2:** Further developing shared language and understanding of key metrics and terminology (Academics & Finances)

- Establish a clear understanding of where we stand today (academics, finances, organizational health, etc.)
  - Examination of our current Lead / Lag Measures through November
    - What does our current performance look like against goals established for the year?
    - Review of current performance against historical outcomes - what looks different today vs. the past?
  - Review of core Academic and Financial metrics and terminology to ensure everyone has sufficient context to fully engage in discussions and decision making

#### 5:30 – 8:00 PM - Happy Hour & Dinner

**7:00 – 8:00 AM - Breakfast**

- Breakfast is available in the main lodge

**8:00 – 8:30 AM (30) – Grounding in our Current Strategic Plan**

- **Key Focus:** What does our current strategic plan establish as our north star for the next five years?

- Refresh on the focus and goals established in the current strategic plan (through 2029), and the strategic priorities (along with associated metrics) we've called our shot on to get there.

**8:30 – 10:00 AM (90) - The Financial Model, Challenges & Key Decision Making**

**Key Focus:** What does U Prep's future financial picture look like by entity and as a whole network, and, what are the key challenges / decisions we need to make to ensure financial viability?

- **Understanding our ideal school model in Denver where we operate within DPS facilities**
  - o What does it take to operate an annual, net positive margin to ensure we're maintaining a healthy fund balance and giving ourselves more "room away from the line?"
    - Includes examination of staffing (shifts from 'pandemic highs' and current model), enrollment, expense assumptions (including management fee to central office), facility benefits from being in district buildings, and philanthropic needs
- **Deep dive on our new, Commerce City campus**
  - o What are the economics of our PreK and what does it look like if we shift from 1 to 2 PreK classrooms?
  - o What does it take to get us to scale at our new school (all the way to 5<sup>th</sup> grade)?
    - *Includes facility costs associated with building acquisition (lease to buy option, tenant improvements, debt servicing, etc.) and expectations of philanthropic contributions*
  - o What are the ongoing operational costs once scale is reached?
    - *Includes examination of staffing, enrollment, expense assumptions (including facility costs and reduced management fee to central office), and philanthropic needs*
  - o How are revenues and expenses within our CSI authorized school (inside of A14) different from Denver schools and what's the impact on the bottom line?
- **Pulling back to the full picture – the Network**
  - o What's our situation look like when combining our Denver schools with our Commerce City campus and our central office?
  - o How viable is the full financial model at scale?
- **Solution pathways for moving forward**
  - o What are the range of pathways to ensure our greatest chance of network financial viability/resilience given the realities of adding a private facility (and its subsequent costs) to our portfolio in support of our Commerce City campus?
    - *Recommendations from senior leadership for moving forward*
    - *Discussion/feedback from board*

**10:00 – 10:15 AM - Break**

## 10:15 – 11:00 AM (45) - Enrollment & Achievement

**Key Focus:** Digging in on the impact of scholar attrition on academic achievement, and the implications of continuing to grow enrollment in our Denver schools given high levels of family mobility.

- While it's clear what the enrollment needs are to make the finances work (in current, expected models), there is also a cost associated with incentivizing significant, annual backfilling to hit enrollment targets (especially when it comes to enrollment in grades 2 – 5)
  - o *Opportunity to discuss a topic in more depth that has come up in a range of board meetings (but hasn't had sufficient time/space for meaningful dialogue)*

## 11:00 – 11:45 AM (45) - Revisiting our Strategic Plan

**Key Focus:** Stamping our direction for moving forward over the next 3 – 5 years.

- Based on...
  - o *How we define success*
  - o *The current state of our network*
  - o *The future financial model that includes growing our new campus to scale in a private facility and strengthening enrollment at our existing Denver schools*
  - o *The realities of enrollment & achievement (and the tensions they create)*
- Do we have our strategic plan right?
- Would you alter our 'big goal' or the 'strategic priorities' and their subsequent metrics that are going to get us there?
  - o *\*Opportunity for board input before senior leadership finalizes/stamps and board fully approves to ensure we're all driving forward, together towards our north star*

## 11:45 AM – 12:00 PM (15) - Closing