

# LEWIS CENTER FOR EDUCATIONAL RESEARCH

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## Agenda for Special Meeting of the Lewis Center for Educational Research Board August 9, 2019 - Public Meeting – 8:00 a.m.- 4:00 p.m. Annual Strategic Planning

Meeting at Academy for Academic Excellence Gym Conference Room  
17500 Mana Rd., Apple Valley, CA 92307

1. **CALL TO ORDER AND PLEDGE OF ALLEGIENCE:** Duberly Beck
2. **ROLL CALL:** Duberly Beck
3. **PUBLIC COMMENTS:** Members of the general public may address the Board during Public Comments or as items appearing on the agenda are considered. A time limit of three (3) minutes shall be observed. Those wishing to speak are invited to fill out a Request to Speak Card and give it to the Secretary.
4. **DISCUSSION/ACTION ITEMS:**

Morning Session (8:00 – 11:30 a.m.)

- .01 Review and Update LCER Mission and Vision
- .02 Complete S.W.O.T. Analysis for 2019-2020 school year
- .03 Review goals and progress made in 2018-2019 school year

Lunch (11:30-12:00 p.m.)

Afternoon Session (12:00 – 4:00 p.m.)

- .04 Finance Presentation (12:00 – 1:00 p.m.) – John Phan, Urban Futures Incorporated
- .05 Norton Campus Expansion Development (1:00 – 2:00 p.m.)– Larry Rieder, Charter School Property Solutions
- .06 Critical Issues (2:00 – 2:30 p.m.)
- .07 Update and Revise LCER Goals as needed (2:30 – 4:00 p.m.)

5. **ADJOURNMENT:** Duberly Beck

**LEWIS CENTER FOR EDUCATIONAL RESEARCH**

**STRATEGIC PLAN**  
**July 1, 2018 – June 30, 2023**

**The plan for our future**

**Adopted February 11, 2019**

**Lewis Center for Educational Research  
STRATEGIC PLAN**

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**Lewis Center for Educational Research**  
**STRATEGIC PLAN**  
**The plan for our future**

**Introduction**

The Lewis Center for Educational Research (LCER) is in a transitional period in its life cycle. With the retirement of our charismatic, visionary founder, the Board of Directors and Executive Team determined that we are facing a challenging future. To plan for that future, and to assure that it is the future we want it to be, we decided to engage in strategic planning. Board members and senior administrators became the planning team. This team convened several times over a two month period in the spring of 2016, and spent many hours examining issues and concerns, and to share thoughts, ideas and suggestions on the future of LCER and its two charter schools. The results of those sessions are contained in this strategic plan.

**Process**

In order to address immediate concerns, the planning team first held a five hour "strategic issues" session. Administrative staff presented update reports on issues identified at an earlier board retreat held in November, 2015. Staff asked for and received direction from the Board on most of these issues which are presented in Appendix A.

The strategic issues session was followed by a full day planning meeting. During the morning session, discussion continued on issues where, due to time constraints at the earlier meeting, direction was still desired by staff. The results of these discussions are presented in Appendix B. Meeting minutes from 2017 are presented in Appendix C and meeting minutes from 2018 are presented in Appendix D.

The afternoon session was devoted to reviewing and modifying the LCER mission statement, developing a set of values, and completing a S.W.O.T. analysis. Statements to accompany the values were developed by a small volunteer task force who met a few days later. Those values and value statements are included in the body of the plan. The 2016 S.W.O.T. analysis is presented in Appendix E, the 2017 S.W.O.T. analysis is presented in Appendix F and the 2018 S.W.O.T. analysis is presented in Appendix G.

The third session was devoted to determining any remaining critical issues and developing strategic goals and objectives. Additionally, strategies for strategic management were discussed and responsibilities for developing and implementing action plans were assigned.

## **Our Plan**

Our plan charts a course that is bold yet attainable. Our vision calls for the Lewis Center and its schools to be nationally recognized as successful role models for others wishing to provide relevant education and unlimited opportunity to those they serve – as we do. The plan lays out how we, an operator of two uniquely different charter schools serving two distinctly different demographics, will align our efforts over the next years to achieve the goals our students, parents and communities have a right to expect and enjoy.

We recognize our responsibility and the leadership we have been entrusted to provide. We also recognize the value and impact of what becoming a model institution of our kind can mean. The stakes are high, but so is the opportunity when our vision is achieved.

### **MISSION Why we exist**

The mission of the Lewis Center for Educational Research is to ensure our schools and programs prepare students for success in a global society through data-driven, innovative and research-proven practices in a safe and inclusive culture.

### **VISION What we want to be known for**

The Lewis Center for Educational Research is nationally recognized as a leader in education for operating and supporting two unique TK-12 charter schools serving two vastly different demographic areas – the rural-suburban High Desert and the urban city of San Bernardino in San Bernardino County, California. Utilizing data-driven, innovative teaching methods while offering high quality educational programs, the schools are known for exceeding the needs of their students and communities.

The Lewis Center's focus on science and technology, including a unique, long-term partnership with NASA, has resulted in near 100% graduation rates, high college-going rates, and high levels of success of its graduates in careers in medicine, business, military, and education. The Center's additional focus on multilingual, biliterate and multicultural education has enabled the expansion of its highly successful TK-8 dual immersion language academy to include Southern California's first dual immersion high school.

The Lewis Center's excellent reputation is in large part due to its highly qualified and enthusiastic faculty and staff who, with the support of engaged parents, community and Board members, translate an understanding of their students' abilities, interests and aspirations into pathways to success in college and/or their chosen careers. Partnerships with colleges, universities and businesses also contribute to helping

students achieve at the highest academic levels and preparing them for living and working in a global society.

## **VALUES**

### **Ethical priorities to guide our decision-making and our treatment of one another**

**Integrity:** We strive to engender trust in our intentions and abilities by acting courageously and adhering to a strong moral compass.

**Excellence:** We aspire to excellence through supporting our community of learners in the practice of continuous innovation, collaboration and growth.

**Leadership:** Being forerunners, pace-setters and cultivators, we demonstrate strong leadership rooted in principles of integrity, accountability, respect and communication.

**Inclusiveness:** We will leverage our diverse and inclusive community to achieve superior results in the field of education.

**Lewis Center for Educational Research  
STRATEGIC PLAN**

**GOALS  
Goals to achieve our vision  
(Updated Annually)**

**Financial/Fiscal**

Goal 1: Build the financial capacity of the LCER, including key provisions for sustainability.

**Facilities**

Goal Two: Develop and maintain facilities to meet the TK-12 needs at both campuses.

**Academics**

Goal 3: Strengthen the academic programs at both schools resulting in increased student mastery.

**Staffing**

Goal 4: Recruit, develop and retain a highly qualified staff.

**Organizational Effectiveness**

Goal Five: The Lewis Center for Educational Research will communicate and operate under a common vision, mission, goals and objectives.

**Lewis Center for Educational Research  
STRATEGIC PLAN**

**OBJECTIVES  
The outcomes we expect**

**Financial/Fiscal**

**Goal 1: Build the financial capacity of the LCER, including key provisions for sustainability.**

1.1 Objective: Each school will maintain a reserve balance of no less than 4% of the total operating budget. Reserves will be defined as unencumbered cash balance.

Strategy: The annual budget will be developed with reserves set aside to meet this goal.

Strategy: Savings from personnel vacancies will not be allocated to meet other needs within a budget cycle.

Strategy: A deferred maintenance plan will be considered in the development of the annual budget.

1.2 Objective: Support oversight and accountability of funds by LCER budget managers through monthly financial reports which include budget-to-actuals.

Strategy: Finance Department will implement an encumbrance system through our operating system.

Strategy: Staff will utilize the purchasing procedures to ensure accuracy of monthly reports.

Strategy: Hold mid-year budget workshop with all budget managers.

Strategy: Implement an annual purchasing deadline to support the year-end financial closing. (Exceptions would be made only through approval by the Director of Finance.)

1.3 Objective: Most restrictive dollars (i.e.: categorical funding, one-time monies, Special Education funding, grants, etc.) will be utilized first and according to funding requirements and as approved by School Site Council.

Strategy: Principals will receive clear communication regarding all restrictive dollars, the total amount of each fund, and reporting requirements.

Strategy: The planning for this spending will be initiated with the development of the annual budget. As information is released from the State and Federal governments, these plans will be updated and communicated to the Board and stakeholders.

Strategy: The LCAP will steer the budget development and fund priorities based on the effectiveness on student learning outcomes.

- 1.4 Objective: The Foundation Board will raise funds to support the needs of LCER schools and programs.  
Strategy: The Foundation Board will host an annual gala each spring with the proceeds being allocated 50/50 toward the schools' capital campaigns.  
Strategy: The Foundation Board will host an additional event each fall that will cultivate our donors and raise additional funds.  
Strategy: The Foundation Board members will work to cultivate donors throughout our communities by attending local events and promoting the Lewis Center.

## **Facilities**

### **Goal 2: Develop and maintain facilities to meet the TK-12 needs at both campuses and informal education needs at Apple Valley Center for Innovation and Mineral City.**

- 2.1 Objective: Complete the Head Start and NSLA TK-12 Campus (Grades TK-9 by Fall 2022, and 10-12 by Fall of 2024).  
Strategy: Finalize the settlement and new lease agreement with the County and City.  
Strategy: Work with HighMark School Development on the construction of the new campus for preschool and NSLA.  
Strategy: Develop financing options and secure funding for the project that will consider long-term sustainability and feasibility for NSLA.
- 2.2 Objective: Create a deferred maintenance schedule to properly identify and address needs of aging equipment, buildings and infrastructure.  
Strategy: Hold monthly meetings with Director of Finance, Facilities Manager, Principals and CEO to evaluate needs and monitor progress.  
Strategy: Create annual staff and student surveys regarding maintenance and campus condition to guide planning and ensure safety.  
Strategy: Create contingency plans for system malfunction (i.e.: portable air conditioning and heating units, generators for emergency backup.)
- 2.3 Objective: Monitor technological systems to protect against external and internal security threats.  
Strategy: Utilize e-Rate funds to purchase firewall, switches, routers and core network equipment to modernize current system.  
Strategy: Modernize security systems across the campuses including: cameras, lighting, and alarms with law enforcement access as an important consideration.
- 2.4 Objective: Create a capital campaign facilities plan by campus to address growing needs and future development.  
Strategy: Collaborate with SB County Flood Control and VVWRA on land improvements in Apple Valley.

Strategy: AAE to develop and prioritize capital campaign projects.

## **Academics**

### **Goal 3: Strengthen the academic programs at both schools resulting in increased student performance and college and career readiness.**

3.1 Objective: Both schools will demonstrate increases in student mastery in the area of Mathematics at all grade levels as indicated on the Accountability Dashboard.

Strategy: AAE will adopt elementary mathematics curriculum.

Strategy: NSLA will continue embedded professional development and implementation of Swun Math.

Strategy: Both schools will increase STEAM offerings across grade levels to reinforce and support cross-curricular application of mathematical standards and concepts.

Strategy: AAE will pilot fee support for SAT/ACT/AP prep programs and exams to increase student participation and passing rates.

3.2 Objective: By 2022, both schools will develop a Computer Science/STEAM strand that builds upon itself in grades TK-12.

Strategy: Increase elementary enrichment time focused on STEAM (i.e.: coding, keyboarding, art, music, robotics).

Strategy: Partner with community agencies to support real-world STEAM applications at the middle school/high school level.

Strategy: Support professional development for teachers to use the one-to-one devices as an instructional tool for STEAM learning across disciplines.

3.3 Objective: Increase college and career focused learning opportunities for students at both schools.

Strategy: Intentionally seek community partners for students to explore career pathways that lead to post-secondary success.

Strategy: Use GAVRT to provide opportunities for students to engage in professional science and interact with members of the scientific community.

Strategy: Promote world language proficiency at both schools through awarding the Seal of Biliteracy upon high school graduation and Biliteracy medals at fifth and eighth grade promotions.

## **Staffing**

### **Goal 4: Recruit, develop and retain a highly qualified staff.**

4.1 Objective: Evaluate ongoing and new recruitment efforts to ensure that all positions are filled with highly qualified staff.

Strategy: Attend teacher recruitment job fairs specific to San Bernardino County.

Strategy: Target applicants on EdJoin to recruit job seekers.

Strategy: Increase substitute pay for (regular and bilingual) to attract new teachers.

4.2 Objective: Invest in professional development for classified and certificated staff.

Strategy: The Special Education budget includes ongoing training for classified and certificated staff. This will continue to be included in the evaluation process for both schools.

Strategy: Offset induction costs for new administrators (\$2,000/yr). Continue to support induction for new teachers.

Strategy: Develop classified staff capacity through internal and external trainings. (Examples could include: support specialized certifications, targeted clerical trainings, leadership development pathway, transition plans for growth, cross job training).

4.3 Objective: Create a highly attractive environment for staff which will increase and/or maintain staff retention rates LCER-wide.

Strategy: Target salary increases based upon a comprehensive salary study with highest need and hardest to fill positions receiving priority (i.e. Speech Language Pathologists, Administration, Bilingual Teachers/Substitutes).

Strategy: Ensure that workspaces are clean, safe and in good repair. Provide appropriate workspace to meet staff needs.

Strategy: Provide opportunities for shared decision making through PLCs, surveys, ALT, task forces, cross-organization collaboration, etc.

Strategy: Maximize flexibility afforded to us as a charter in all areas.

## **Organizational Effectiveness**

**Goal 5: The Lewis Center for Educational Research will communicate and operate under a common vision, mission, goals and objectives.**

5.1 Objective: The Board of Directors and Executive Team will continue to participate in annual strategic planning. Progress toward goals will be reported monthly.

Strategy: The CEO's evaluation will be based upon successful progress toward meeting the vision, mission and goals set forth the strategic plan.

Strategy: Develop a board evaluation process that is in alignment with the strategic plan.

5.2 Objective: Board and Staff will actively communicate LCER's mission to stakeholders, funders and communities that we serve.

Strategy: Each Executive Director will be engaged in key organizations within their area of expertise and will seek opportunities to lead and present.

Strategy: Marketing and branding will increase through social media, print media, conference and community participation, and recruitment efforts as measured by monthly staff board reports.

Strategy: Focus on communicating with parents at the school sites through School Site Councils, Parents and Pastries, Parent/Teacher groups, English Learner Advisory Councils, school events and ongoing communication to ensure that our reputation is strong (with the goal to measure increased attendance at these events or committees).

Strategy: Executive Team and LCER support staff will maintain an active presence on both campuses.

5.3 Objective: Increase communication with stakeholders regarding progress toward mission, vision and goals.

Strategy: Hold open financial updates around Interim Reporting timeframes to ensure transparency in LCER finances.

Strategy: Hold annual LCAP stakeholder meeting to report our progress toward goals.

Strategy: Increase attendance at board meetings through staff calendar invites, social media posts, and staff and student presentations and recognitions.

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**APPENDIX A**

**Summary of Issues Discussed at February 25, 2016 Session  
(More Detail in Board Minutes)**

<b><u>Issues</u></b>	<b><u>Board's Concerns/Direction</u></b>
<u>Finances</u>	<ol style="list-style-type: none"><li>1. Policies and procedures need revision.</li><li>2. Some new policies and procedures need to be written.</li><li>3. Restructuring of debt need to be completed.</li><li>4. Tetra contract should be reviewed by legal counsel.</li><li>5. Concern that staff is not on top of these issues</li></ol>
<u>Staffing</u>	<ol style="list-style-type: none"><li>1. Grant writer position/person needs review.</li><li>2. Do we need a PR/Community relations position? Can we afford it?</li><li>3. Consulting contracts/position/expenditures need review.</li><li>4. Concern that staff is not on top of these issues</li></ol>
<u>Parity</u>	<ol style="list-style-type: none"><li>1. What is the cost of offering step or stipend for hard-to-fill positions such as BCLAD. Can we afford it? Stacy was given direction to cost out this option.</li><li>2. Stacy was also given direction to cost out other options such as help with repaying student loans, improving leave and benefit package, absorbing health care cost increases, adding additional years to the salary schedule. Stacy to report costs with recommendations to Finance Committee. Finance Committee to bring recommendations to the full Board.</li><li>3. Recruiting teachers is difficult due to salary schedule. Board member suggestion: what if we offered to pay for the last year or two of college in exchange for a multi-year commitment to LCER?</li></ol>
<u>Revenues opportunities</u>	<ol style="list-style-type: none"><li>1. Board directed staff to pursue offering one TK class at each school starting fall 2016.</li><li>2. Board agreed with staff recommendation to try to fill grade levels, thus increasing ADA.</li><li>3. Staff floated several other ideas for increasing revenues. The three that the Board seemed most interested in were cell tower, selling surplus land, and fundraising.</li></ol>

Norton

1. Difficulty in filling upper grades because students must be bilingual and biliterate. Enrollment in upper grades will increase as students in lower grades move up.
2. Low test scores – student must answer questions by writing in English – no exceptions for English learners. No similar schools to use for comparison in California.  
This is a concern for charter renewal.
3. Lease – needs to be renegotiated. Who is responsible? Current lease requires LCER to provide facilities for Head Start – current requirement for a new parking lot.
4. Relocation/expansion – CSUSB not an option. Could expand on current property. Could apply for Prop 39 and/or SB 740 funds.  
Who's responsible?

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**APPENDIX B**

**Summary of Issues Discussed at February 29, 2016 Session  
(More Detail in Board Minutes)**

<u>Issue</u>	<u>Board's Concerns/Direction</u>
<u>Use of Thunderbird</u>	<p>1. Board straw vote provided direction to Gordon to pursue after-school, joint program with AVUSD; keep Board informed of progress.</p> <p>2. Board expressed desire to explore option of selling TBC building, but only with consideration for improvements made by LCER. Can we sell if we don't own the land? Do we need AVUSD's approval to sell? Who's responsible for doing this?</p>
<u>Norton</u>	<p>1. Board decided to have charter renewed as a TK-12 school; strengthen TK-8 program while high school being developed; explore alternative models for high school; to be implemented by next charter renewal; bring plan and timeline for implementation with cost analysis for both the high school and the planning effort to the Board; put timeline in the current charter renewal application; should someone be hired to lead the planning effort?</p> <p>2. Board agreed NSAA's name needs to be changed to reflect what is actually happening. The School Board committee, staff and parents should discuss and recommend name change to the full Board. Some suggested name changes included:</p> <ul style="list-style-type: none"><li>• Norton Language and Science Academy</li><li>• Norton Science and Language Academy</li><li>• Norton Academy</li><li>• Norton Academy for Academic Excellence</li></ul> <p>3. Should Norton have an English Only strand for 5-8? NSAA School Board committee and staff should bring recommendation to the full Board along with implementation plan and cost analysis if recommendation is "yes."</p>

Organizational issues

Should LCER change its name?

Board consensus was to keep the LCER name. Some of the reasons given were:

- Too costly to rebrand
- The community knows us as LCER; to change the name would confuse the community.
- The name gives us a priority (research), and we should develop more university partnerships to do research. (Who is responsible?)
- The name reflects our desire to try new things, innovate

Should there be more emphasis on fundraising?

Board consensus was “yes,” and to explore the option of pulling the Fundraising Committee from the Board and make it a separate fundraising foundation. Who will be responsible for this?

**Lewis Center for Educational Research  
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**APPENDIX C**

**Special Meeting of the  
Lewis Center for Educational Research Board of Directors**

**Minutes  
September 11, 2017**

1.0 Call to Order

Chairman Bud Biggs called the meeting to order at 12:10 .m.

2.0 Roll Call

LCER Board Members Bud Biggs, Buck Goodspeed, Kirt Mahlum, Kevin Porter, Russell Stringham, Peter Torres, Marcia Vargas and Rick Wolf were present.

LCER Board Members Duberly Beck, Andy Jaramillo, Jose Palafox and Regina Weatherspoon-Bell were absent.

Staff members Valli Andreasen, Fausto Barragan, Ryan Dorcey, Teresa Dowd, Jim Foley, Wes Kanawyer, Lisa Lamb, Stacy Newman, Toni Preciado, Jim Quinn and Paul Rosell were also present.

3.0 Public Comments: None

4.0 Discussion/Action Items on Strategic Planning

.01 Consultant Pat Caldwell Reviewed/Updated LCER Strategic Plan Mission, Vision and Values with the Board and staff.

- Mission: It was discussed and confirmed that we are using data driven and research proven practices at both schools, and the LCER is improving in this area. It was confirmed that we are innovative by using technology at both schools and seek opportunities that prepare our students. It was suggested to interview and get feedback on how we're doing from our graduates (college, trade, business, military), and from our teachers and parents as well. We feel the need to be innovative moving forward - being innovative is what makes us different. We need to balance innovation with legislation/day to day duties. Do we have a

safe and inclusive culture? At NSLA the location, facilities and traffic flow are unsafe, and traffic will increase with the additional warehouses. Upset parents are unsafe to the campus. Lisa noted that surveys show a positive response for safe campuses. Buck asked if safety should be moved up within the mission statement. At AAE outdoor facilities pose a safety hazard. Students feel safe per the student advisory council. It was asked if there is there diversity on the AAE student advisory council and if AAE has a real or perceived issue with diversity. We need to seek advice on how to increase diversity within the boundaries of a lottery enrollment. The Board needs diversity also.

- Vision: Are we exceeding needs? We are not “meeting” CAASP, let alone exceeding. What we're doing needs to be known. We need to tell our story and we need someone to tell it. Paul discussed how special ed students are included. We need to come up with a definition of “a focus on science”. We are leading the way in NGSS. Kevin noted we need more science emphasis at both schools. GAVRT doesn't touch our students. A dual immersion high school at NSLA was discussed. Is it a reality fiscally? Marcia feels it is possible. It should definitely be a language focus high school - teaching through the language. Paul asked if the goal is innovation or to prepare students for a global society. We will keep dual immersion high school in the vision. The Board can modify the strategic plan anytime. Marcia noted the need to develop a task force to decide secondary plans for NSLA. Community engagement can be better.
- Values: Last year our focus wasn't innovation. We can now move forward with it as a focus. Kevin felt things were handled in an excellent manner and we have had tremendous collaboration and growth. Lisa thanked Pat and Board for staying focused on plan over the last year.

.02 Consultant Pat Caldwell reviewed/updated LCER Strategic Plan strengths, weaknesses, opportunities and threats with Board and staff, and will incorporate them in the updated LCER Strategic Plan.

.03 Consultant Pat Caldwell reviewed/updated LCER Strategic Plan Existing Goals and Objectives. The goals are our highest priorities. Lisa Lamb provided an update on accomplishments towards the current goals.

Goal 1: “Improve the financial condition of the LCER, including key provisions for sustainability” - we are still working on this goal. Under Objective 1.2 – the budget needs to be more understandable for Board and staff. The date to accomplish this by was updated to December 2017. Kevin would like us to be proactive in looking at figures. Under Objective 1.3 - a 3% reserve is standard. The objective to have no less than two months of total payroll and costs in reserves is over and above the 3%.

Goal 2: “Renew Norton’s charter in December 2016 and continually strengthen the academic program” – the charter was renewed and we are in lease negotiations with the City and County of San Bernardino regarding the campus. We need to determine our final option and our budget. Lisa has been able to tell NSLA’s story to many during this process.

Goal 3: “The Lewis Center for Educational Research will be unified under a common vision, mission, goals and objectives” – we are still working on trust and transparency and will review the objectives.

.04 Consultant Pat Caldwell lead a discussion on identifying any new critical issues and goals and objectives. Lisa Lamb presented information on a new goal of academics that will be included in the updated LCER Strategic Plan.

Kirt asked that more information on what’s being done in math, robotics, etc. be included in the Board packets/meetings. Russ asked about coding and measureable results.

Lisa and Pat will make the revisions to the LCER Strategic Plan, and the Exec Team will review the objectives, and then bring the revised plan to the LCER Board for approval.

## 5.0 Adjournment

Chairman Bud Biggs adjourned the meeting at 3:30 p.m.

**Lewis Center for Educational Research  
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**APPENDIX D**

**Special Meeting of the  
Lewis Center for Educational Research Board of Directors**

**Minutes  
October 19, 2018**

1. **CALL TO ORDER:** Chairman Kevin Porter called the meeting to order at 8:35 a.m.
2. **ROLL CALL:** LCER Board Members Duberly Beck, Kirt Mahlum (arrived at 9:00 a.m.), Jim Morris, Omari Onyango (left at 2:30 p.m.), Kevin Porter, David Rib and Marcia Vargas were in attendance.

LCER Board Members Sharon Page and Rick Wolf were absent.

Staff members Valli Andreasen, Fausto Barragan, Ryan Dorcey, Teresa Dowd, David Gruber, Lisa Lamb and Stacy Newman and Paul Rosell were also in attendance.

Pat Caldwell facilitated the Strategic Planning.

3. **PUBLIC COMMENTS:** None
4. **DISCUSSION/ACTION ITEMS ON STRATEGIC PLANNING:**
  - .01 LCER Organizational Structure/Board and Staff Roles:** Pat Caldwell led an activity on the structure of the LCER. David Gruber also presented information on how LCER is funded.
  - .02 Review/Update LCER Strategic Plan S.W.O.T. Analysis:** Strengths, weaknesses, opportunities and threats were identified.
  - .03 Review/Update LCER Strategic Plan Existing Goals:** Pat Caldwell instructed the Board that strategic planning is visionary. The Board sets goals, which give direction for staff and the organization. Staff then develops objectives and strategies for how to implement the goals. Strategies can change throughout the year. Existing goals were reworded to the following:
    - Goal 1 – Build the financial capacity of the LCER, including key provisions for sustainability.
    - Goal 2 – Develop and maintain facilities to meet the TK-12 needs at both campuses.

Goal 3 - Strengthen the academic programs at both schools resulting in increased student mastery.

Goal 5 – (formerly Goal 4) The Lewis Center for Educational Research will communicate and operate under a common vision, mission, goals and objectives.

**.04 Identify any New Critical Issues and Goals:** The top 3 critical issues identified were: Successful NSLA expansion, financial stability/capacity, and maintain a high quality staff.

The following new goal was numbered as Goal 4 – Recruit, develop and retain a highly qualified staff.

The Executive Team will develop new objectives and strategies for implementing the goals, and the Strategic Plan will be revised and brought back to the Board for approval in February.

5. **ADJOURNMENT:** Chairman Kevin Porter adjourned the meeting at 3:30 p.m.

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**APPENDIX E**

**S.W.O.T. ANALYSIS (2016)**

At the second planning session, planning team members engaged in a “mini” environmental analysis by brainstorming the organization’s strengths and weaknesses (internal) and opportunities and threats (external). Their determination of strengths that might be enhanced and weaknesses that might be corrected, along with opportunities and threats presented by the external environment, helped guide them when deciding what critical issues must be addressed. Their brainstormed S.W.O.T. follows:

**Strengths**

- Highly dedicated staff
- Parent support
- Engaged students
- Motivated Board
- Outside the box thinking
- Culture
- Safe environment
- Small class sizes
- Caring staff
- Private school environment
- Less bureaucracy
- Passionate about learning
- Tight community feel
- Non-union
- Successful K-12 program
- Technology rich
- Partnerships
- Enrichment programs
- Well-balanced education
- Parents that care
- Facilities
- Locations
- Relationships with chartering agencies
- Relationships with other agencies
- Pride
- GAVRT, Bridge, Local Outreach, HiDas,
- Successful alumni

- AFROTC
- Political connections
- Media connections
- Bi-literacy
- Chinese partnerships
- Board connections

### **Weaknesses**

- Lack of planning
- GAVRT
- Lack of transparency
- Communication
- Facilities & Norton
- Lack of marketing
- Detailed budget planning
- No football team
- Weak in developing new partnerships
- Teacher turnover at NSAA
- Relationships between board & exec team
- Student attrition
- Fund development
- Low salaries
- No multi-year budget
- Lack of capital investment
- Current policies
- Lack of leadership transition planning
- Lack of stakeholder involvement
- Tracking alumni
- NSAA treated like stepchild
- Lack of proactive recruitment of teachers
- Lack of student recruitment
- Broken promises
- Weak Board
- Uninformed Board
- Lack of Board participation at Festival of Arts at AAE

### **Opportunities**

- Business partnerships
- University partnerships
- Developing real estate at AAE & NSAA
- STEM partnerships
- Fund development
- Relationship with alliance for education
- Internships

- Political relationships
- Alumni
- Low interest rates, rising economy
- Partnership with community service agencies
- 740 program & Prop 39

### **Threats**

- Other salary schedules elsewhere
- Competing dual immersion programs
- Shortage of teachers
- Uncertain revenues
- Common core vs. the unknown
- County/city involvement in our lease
- Anti-charter movement
- Unionization
- Teacher training institutions have bad impression of charter schools
- More legislation coming
- Needing more legal advice due to regulations
- Security
- LCAPS more regulated
- Charter renewals
- Desert Trails controversy

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**APPENDIX F**

**S.W.O.T. ANALYSIS (2017)**

**Strengths**

- After School Program
- At will
- Board of Directors
- Branding
- Chinese partnerships
- Communication
- Culture
- Engaged students
- Enrichment opportunities
- Jim Foley
- Leadership
- Low staff attrition
- Non-union
- Parent support
- Partnerships
- Political connections
- Potential
- Private school environment
- Relationships
- Safe environment
- Salary flexibility
- Sports
- Strong administration
- Strong relationships with authorizers
- Teachers
- Technology rich
- Transparency

**Weaknesses**

- Data analysis
- Doing business in California
- Gathering data from stakeholders
- GAVRT in classrooms
- Facilities
- Financial responsibilities
- Financial resources

- Financial understanding
- Lack of marketing
- Low salaries
- Online presence – social media
- Policy revisions
- Standard operating procedures for support departments
- Tracking alumni
- Visibility

### **Opportunities**

- Advocacy
- Alumni
- Conference presentations
- Corporate partnerships
- Educational association connections
- Environmental land trust
- Friendraising
- Funding opportunities
- Partnerships
- Political connections
- Speaker's bureau – former board members
- STEM partnerships
- Student internships
- University and community college partnerships

### **Threats**

- Lease with SB County/City
- Legislation
- Natural disasters
- Other salary schedules elsewhere
- Security – cyber and campus
- Shortage of teachers and subs
- Unionization
- Well-funded anti-charter movement

**Lewis Center for Educational Research  
STRATEGIC PLAN**

**APPENDIX G**

**S.W.O.T. ANALYSIS (2018)**

**Strengths**

- Board
- People
- Supportive parents
- Great reputation
- Innovation
- Diversity
- Partnerships
- GAVRT
- Relationship with authorizers
- Longevity
- History
- Wait list
- Strong & unique academic programs
- Dual immersion
- Fiscal stability
- Fiscal process
- Technology
- Location of schools
- Reach – global, national
- Discussing, not attacking
- Dedication
- Transparency of budget process
- Strategic Planning
- Bylaws revisions
- General morale
- More trust
- Leadership
- Communication
- Students first
- Retention
- High quality staff
- Retention of students
- Professional development
- Flexibility
- Utilize best practices
- Integrity

- Loyalty
- Respect
- Exemplary Systems
- Safe schools
- School uniforms
- Small class sizes
- TK-12 schools
- Nurturing Culture
- Fiduciary oversight
- Blank slate for Norton facilities
- Risk tolerance
- Risk takers
- Small schools
- Small CMO
- High level of volunteers
- Parents Involved
- Legacy

### **Weaknesses**

- Financial uncertainty
- Growth – how to successfully grow Norton
- PR/marketing
- Fund development
- Compensation levels
- Communication
- Facility planning
- Facility maintenance
- Board knowledge of programs
- Goofy lease terms
- Historical decisions/mistakes
- Legacy
- Updating policies
- STEM/STEAM at Norton
- Board visibility
- Exec team presence
- Perception of inequities between Norton and AAE
- Succession plan
- Budget inflexibility
- Support for new employees
- High supervisor ratio
- Math test results
- Academic achievement at Norton and AAE
- Labs at both schools
- Complacency

- Lack of resources compared to non-charter public schools
- Lack of participation in activities for special needs students
- Special ed culture at Norton
- Geographical distance between schools
- Lack of understanding of the uniqueness of each school
- Challenge of writing IEPs for English speaking student in dual immersion program
- Lack of waiting list at Norton
- Stability/strength of middle school at Norton
- High school waiting list at AAE
- Lack of charitable giving
- LCER reputation and presence in Inland Empire
- Number of Board members from Inland Empire
- Small athletic program
- Overburdened leadership
- Lack of transitional planning

### **Opportunities**

- NGSS standards
- NASA partnership
- Informal education
- Address local or regional educational needs
- Attract students because of graduation rates and college going numbers
- Lack of other high performing charter schools
- Magnet focus to fill the void in world languages
- Build a high school with an end in mind
- Align classroom experience with unique extracurricular programs
- Can put interns into the classroom
- Stay ahead of next cutting edge trend
- Become role model for other dual language schools
- Tough challenge to always be out in front
- Become known as the leading charter schools
- Can gain more community support
- Growth at Norton
- Land trust
- University partnerships for staff recruitment and PD

### **Threats**

- Attack on charter schools
- Unions/unionization
- PERS/STRS
- Comparable salaries/compensation
- State funding for charter schools
- Anti-charter governor

- Economy
- Teacher shortage
- Competition for bilingual teachers
- Socio-economic status of demographics in region
- Growth of special ed needs
- Perception of bloated admin and fiscal mismanagement
- Declining prospective student population
- Technological demand of education in 21<sup>st</sup> century
- Litigation
- Security threats – cyber attack, terrorism, etc.
- Opposition to our program expansion
- AVUSD board election
- Increasing regulatory requirements
- No appeal rights with county authorizer
- Students overuse of technology/language skills dropping, etc., less interaction
- Diminishing social skills
- Ghost charters
- Substitute shortage

## LCER Goals

### 1990 Science and Technology Center Advisory Council Strategic Plan

- To define the shared governance and organizational structure of the Science and Technology Center and the relationship of the Science and Technology Center Council to District administration and the Board of Trustees.
- To provide educational resources for the desert/mountain communities and the Apple Valley Unified School District.
- To secure additional and on-going resources for the Partnership in Academic Excellence, including but not limited funding, staffing, equipment and facilities.
- To facilitate open communication and an atmosphere of trust among all groups involved in the Partnership for Academic Excellence.
- To develop programs to enhance the adoption of curriculum resources for students, educators and community members.

### 1993 Science and Technology Center Strategic Plan

- To provide Science, Mathematics and Technological Educational resources for the desert and mountain communities and the Apple Valley Unified School District.
- To secure economic self-sufficiency through on-going resources for the Science & Technology Center.
- To develop programs to extend and enhance adopted curriculum for students, educators, and community members.

### 1994 - 1998 High Desert "Partnership in Academic Excellence" Foundation, Inc. Strategic Plan

- To promote and support the educational needs of the students, teachers, and community members of the high desert and mountain areas of Southern California through donations, gifts and grants.
- To accept contributions from public or private organizations and individuals.
- To deposit and productively invest funds received, obtaining the maximum income obtainable with safety.
- To provide funding for the Science and Technology Center and other educational activities in the area in accordance with the terms specified by donors.

### Workshops were held in 1999 and 2000 but didn't define specific goals

### Goals 2003

- Define - what is the LCER about?
- Positions we want to add are a dean of students to handle discipline, IEP's, and SARB; and a CFO for financial, grants, endowments, etc.
- Grow our own – grooming those of character to replace us
- Track alumni

### 2004 Board Workshop Goals

- Establish an advisory council made up of national leaders and business executives.
- To develop a detailed 5-year financial plan that will identify the mechanisms, staffing, tasks, and deadlines for raising up to \$3 million per year by 2006-2007.
- K-12 Articulation and Alignment
- Global Strategy

### 2005 Board Workshop

- Develop Foundation's Mission
- Understanding of Current Master Plan
- Prioritize Projects and Develop 5-10 Year Plan
- Define Responsibilities
- Use Board Member's Expertise (i.e. personnel, legal)
- Evolve Board of Directors (Committees)
- Board Knowledge, Training, and Education of the Vision and Mission of AAE/LCER
- Increase Involvement of the Board
- Increase Board of Director's Visibility and Levels of Participation With the AAE
- Get Board Involved With Students, Parents, Staff
- Expand Connections Through Board Member's Contacts
- Advisory Board of Corporations
- Mutually Beneficial Partnerships
- Determine and Prioritize Fundraising Needs
- Fundraising Needs: Athletic Facilities, Science Building, Fine Arts/Drama, Nursing, Spanish, Teacher Funding
- Delineation of Current Projects With Their Expected Funding Sources (i.e. gym, cafeteria, labs, teacher's college, park)
- Implement Successful Fundraising Program
- Local Fundraising
- Fund Development

### 2006 Board Workshop

#### Finance, Personnel, Facilities

- Hire CFO without HR duties, someone familiar with school budgets, charter schools and foundations, Nancy will continue HR oversight
- CFO would help revenue growth
- Develop an Administrative Regulation for cross training all employees, every employee would have a back-up trained, start from the top down
- Budget committee will look at first and second interim reports before budget process, the reports ask questions to be answered beforehand
- Develop fundraising policies, how we receive and manage funds, recognition of donors and partners
- Develop a database of interested donors
- Budget committee to look at getting a better return on Foundation account
- Go after our percentage of student grant funds and developer fees to fund gym
- Needs analysis/master plan to be developed by next month
- Federal funds available (QZAB) to convert our current loans to no-interest loans to free up funds being paid in interest
- Set up meetings with architects
- Get information needed from county flood control to start developing fields
- Develop promotional CD and staff support for Board member contacts, create template

#### Education

- Completed inclusion and WASC
- All 8<sup>th</sup> – 11<sup>th</sup> grades will take the PSAT test
- Attendance and tardy incentives
- Become a clinical site, SELPA would train our staff, we would be clinical site to see what works, our staff development
- Work on Norton project and longer school day and school year, legislation needed
- Curriculum for Norton, align with AAE, part of charter
- A-G graduation requirements
- Rosetta

## Partnerships and Outreach

- E-briefing – 1<sup>st</sup> issue distributed, more details, photos, map, monthly/bi-weekly
- Norton startup 07/08– contractual review, start-up grants, 400 students, determine grade levels, write charter, due diligence
- University partners – 4 yr. College on campus, meeting with CalTech, UCR and Cal State
- Owens Valley Radio Observatory, owned by Cal Tech, no international constraints, partner with other countries, program similar to GAVRT
- GAVRT DVD
- Texas Instrument partnership growing, curriculum development
- Local outreach fundraising
- St. Mary Regional Medical Center partnership, nursing program, students graduate with CNA, work for St. Mary who would pay for education, talks with Loma Linda as well
- Continue to strengthen NASA/JPL partnership

## 2007 Board Workshop

### Foundation:

Planning for the senior team retirement. What is the succession process? Are successors caretakers of the vision or new visionaries? The Board members also need to keep the vision alive.

### AAE:

- Connecting students with people in career industries to get reality based advice.
- More parental involvement. We could use “My School” to help get support. Stronger parent/teacher group and more parent volunteers.
- More hands on activities. More activities with GAVRT, the simulator, and the observatory.

### NSAA:

- Opening of NSAA Charter School

### Personnel:

- Different methods of recruiting, on site job fairs, how to get the right people on the bus
- Look at salary comparisons – how we fit in
- Keep personnel committee updated and informed – increase and improve communication

### Budget/Audit:

- Prepare more informative budget reports by first quarter of '08 – comparing year to date and prior years, comparing year to date with current year's budget, variances
- Prepare multiyear budgets – up to 3 years – by June '08
- Open a line of credit with local bank by June of '08
- Develop a revenue model for various products, including r&d component and teacher training cost component by Dec. '08
- Board should have a goal of updating our flight simulator

### Fundraising:

- Develop a focused and strategic fundraising plan, including traditional methods, selling our products, and congressional funding requests
- Develop a process to filter resources

## 2015 LCER Board Retreat

- The issue deemed most critical was the need to add the 9-12 component to NSAA, and to enter into negotiations with Cal State San Bernardino about moving to the CSU campus. Gordon was given until the March meeting to complete those negotiations and to report back to the Board. Even if the negotiations are still ongoing at that time, he is to present the Board with a list of alternative strategies for expanding and relocating so that there is a contingency plan in case the negotiations are unsuccessful.

- Present to the Board at the December meeting a report on staffing needs, positions to be filled, and new positions, if needed. This staffing report is to include a clarification of Rick Piercy's role with an agreement on expectations and conditions of work (employee? independent contractor?). Gordon is expected to present his ideas and recommendations for staffing.
- Also at the December Board meeting, Gordon needs to present a "use of facilities" report including ideas on what to do with the vacant Thunderbird site.
- By January 15, 2016, Gordon is to present his ideas on revenue growth opportunities. These could include grant writing, fundraising, and so forth, but it is expected that there will be a multitude of ideas. The use of the Thunderbird site as a revenue generator should be included in this report.
- Also, by January 15, 2016, Gordon is to present his ideas on and a multi-year plan on how to bring faculty to parity in compensation. Our salaries need to be competitive, especially since several faculty will be retiring in the next few years.

#### 2016-2021 LCER Strategic Plan

- Financial/Fiscal: Improve the financial condition of the Lewis Center for Educational Research, including key provisions for sustainability.
- Norton: Renew Norton's charter in December 2016 and continually strengthen the academic program.
- Organizational Effectiveness: The Lewis Center for Educational Research will be unified under a common vision, mission goals and objectives.

#### 2017-2022 LCER Strategic Plan

- Financial/Fiscal: Improve the financial condition of the Lewis Center for Educational research, including key provisions for sustainability.
- Facilities: Renegotiate a mutually beneficial lease agreement with the City and County or secure an alternative campus.
- Academics: Strengthen the academic programs at both schools resulting in increased student mastery as indicated on the Accountability Dashboard.
- Organizational Effectiveness: The Lewis Center for Educational Research will be unified under a common vision, mission goals and objectives.

#### 2018-2023 LCER Strategic Plan

- Financial/Fiscal: Build the financial capacity of the LCER, including key provisions for sustainability.
- Facilities: Develop and maintain facilities to meet the TK-12 needs at both campuses.
- Academics: Strengthen the academic programs at both schools resulting in increased student mastery.
- Staffing: Recruit, develop and retain a highly qualified staff.
- Organizational Effectiveness: The Lewis Center for Educational Research will communicate and operate under a common vision, mission, goals and objectives.