

## **Board Development Agenda**

Answer the following questions:

### **ALREADY COMPLETED**

- Clarify our core values – What would we do no matter what?
  - Pursuit of excellence
  - Integrity
  - Every Individual is of importance
  - Nurtures Community Engagement
  - Evidence Driven

### **NEXT STEPS**

**Monday, December 20, 2010**

- What is HPES's core purpose? Why does HPES exist?

### **Future meetings – maybe 12/20/10**

- What is HPES's envisioned future?
- What is HPES's BHAG
  
- Are our guiding principles consistent with our core values, core purpose and envisioned future?
  - If not, should we make changes?
- What do we need to do to realize our vision?
- What do we need to not do to realize our vision?
- How does this relate to how we operate as a Board?

For Monday, December 20, 2010

### Core Values Adopted 11/8/10

- Pursuit of excellence
- Integrity
- Every Individual is of importance
- Nurtures Community Engagement
- Evidence Driven

To foster curiosity, a love for creative learning, and a sense of responsibility, in each individual—now and for a lifetime.

Write down what you feel is HPES's core purpose  
(only write one core purpose – use multiple lines if needed)  
Bring this to the 12/20/10 Board meeting

\*To foster in each child a love for engaged, creative learning—now and for a lifetime. – DR

\*Create value for our community by leading individuals to realize their full potential - JL

\*To impart the joy of learning to our students, and their families, through progressive skill development, and progressive and engaging content, social, cultural and civic learning challenges for each learner. -KR

\*To foster and nurture curiosity to instill/enhance excitement about learning within each child - SM

\*To foster a learning environment which ensures individual and collective excellence for all students. - DT

\*To ensure that every student reaches his/her fullest potential.

\*To instill a fervent commitment to lifelong learning and a sense of responsibility for the attainment of one's personal best

Examples of core purposes:

- Univ. of Texas - To transform lives through inspired learning
- Israel - To provide a secure place on Earth for the Jewish people
- Walt Disney - To make people happy
- Teaching Co. - To ignite in all people the passion for learning
- Mary Kay - To give unlimited opportunity to women
- WL Gore - To have fun doing innovative things that make money
- Wal-Mart - To give ordinary folk the chance to buy the same things as rich people

- Patagonia - To be a role model and tool for social change
- McKinsey - To help leading corporations and governments be more successful

Note that a core purpose doesn't have to directly relate to what an organization currently does, e.g. Mary Kay's core purpose doesn't say anything about cosmetics.

- 1) Each person read to the group his or her proposed statement of purpose and describe why he or she finds it inspirational.
- 2) Pick one candidate core purposes, **but not your own**, and answer the following questions:

**Core Purpose Candidate:**

To foster curiosity, engaged learning and a sense of responsibility in each individual—now and for a lifetime.

	YES	NO
Do you find this purpose personally inspiring?		
Can you envision this purpose being as valid 100 years from now as it is today?		
Does the purpose help you think expansively about the long-term possibilities that HPES can consider over the next 100 years, beyond its current role? (For example, Disney's purpose to make people happy helped propel the company from its initial strategy of cartoons into full-length feature animation, the Mickey Mouse Club, Disneyland, EPCOT Center, and so on.)?		
Does the purpose help you to decide what activities HPES should <i>not</i> pursue, to eliminate from consideration? (For example, Mary Kay would not likely pursue markets where there are limited opportunities for women.)		
Is this purpose <i>authentic</i> —something true to what the organization is all about—not merely words on paper that “sound nice”?		
Would this purpose be greeted with enthusiasm rather than cynicism by a broad base of people in the organization?		
When telling your children and/or other loved ones what you do for a living, would you feel proud in describing your work in terms of this purpose?		

- 3) As a group, select the purpose that best the meets the above test questions.
- 4) Test the purpose by taking a few minutes of solo time for *each individual* to ask of himself or herself the test questions listed above.
- 5) If most of the people in the group cannot answer "Yes" to *all* of the above questions, then you have not yet succeeded in developing a good core purpose. Keep working on the purpose until at least two-thirds of the people in your group can honestly answer "Yes" to *all* of the questions (it's ok to modify the selected

purpose,if necessary).

6) Accept the core purpose.

## For Future Meeting #1

### Envisioned Future Criteria

KEEP IN MIND: this is NOT a wordsmithing exercise. This is an exercise to set a goal—to pick the mountain you are trying to climb—not to create a perfect “statement.” In fact, the goal should be something that could be expressed multiple ways, yet still be the same goal.

I call this the “Mount Everest Standard”: Climb Mount Everest = Climb the biggest mountain in the world = Climb the mountain next to Makalu = Climb the mountain climbed first by Hillary and Norgay in 1953 = Climb the most famous mountain in the world = Climb the mountain that has killed more climbers than any other = Climb the mountain at coordinates Longitude 87 degrees east 28 degrees north = Climb the mountain in Nepal of 8,848 meters in height = Climb the mountain in Nepal of 29,028 feet = Climb the mountain named after Sir George Everest = Climb the peak most written about in *Outside* magazine in the past five years, and so on.

Certainly, some of these phrases inspire more than others, but the point is that the goal itself counts most. The BHAG (Big Hairy Audacious Goal) process is not about sloganeering or wordsmithing. It is about goal setting. It is about picking a goal that will stimulate change and progress and making a resolute commitment to it. This is *not* about writing a “mission statement.” This is about going on a mission!

### BHAG Breakout Session

1. Each person take a moment to envision and write an article that they would love to see published about the organization 15 years from now. Include the name of the publication in which he or she would like to see it appear. Bring this article to the Board meeting
2. Transform the three to five most exciting vivid snippets from your articles into vivid descriptions that bring the envisioned future to life and write these on a flip chart. Test the vivid description against these test questions:

**Vivid  
Description:**

	YES	NO
<b>Does the Vivid Description conjure up pictures and images of what it will be like to achieve your vision? IF THE VIVID DESCRIPTION DOES NOT CREATE A CLEAR PICTURE IN YOUR MIND'S EYE, THEN IT IS NOT VIVID ENOUGH.</b>		
<b>Does it use specific, concrete examples and analogies to bring the vision to life, rather than bland platitudes?</b>		
<b>Does it express passion, intensity, and emotion?</b>		
<b>When reading the vivid description, do you think, "Wow, it would be really fantastic to make all this happen. I would really want to be a part of that, and I'm willing to put out significant effort to realize this vision!"?</b>		

3. As a group, select or create a 10- to 30-year BHAG for the organization that encapsulates the vivid description *and* that is linked somehow back to the core purpose. (Refer to the BHAG examples on page 72 of the Collins/Porras *Harvard Business Review* reprint.)
4. Test the BHAG against the following questions. If you cannot answer "Yes" to each of the these questions, then you have not yet succeeded in developing a good BHAG. When you have created a BHAG to which two-thirds of the group can answer "Yes" to *all* questions, record it as the HPES BHAG.

# BHAG

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	YES	NO
Do you find this BHAG exciting?		
Is the BHAG clear, compelling, and easy to grasp?		
Does this BHAG somehow connect to the core purpose?		
Will this BHAG be exciting to a broad base of people in the organization, not just those with executive responsibility?		
Is it undeniably a Big Hairy Audacious <i>Goal</i> , not a verbose, hard to understand, convoluted, impossible to remember mission or vision “statement”? In other words, does it pass the “Mount Everest Standard”?		
Do you believe the organization has <i>less than 100%</i> chance of achieving the BHAG (50% to 70% chance is ideal) yet at the same time believe the organization <i>can</i> achieve the BHAG if fully committed?		
Will achieving the BHAG require a quantum step in the capabilities and characteristics of the organization?		
In 25 years, would you be able to tell if you have achieved the BHAG?		

**Future work – Review and Align Guiding Principles – Put it all Together**

<b>Core Values</b>	Pursuit of excellence Integrity Every Individual is of importance Nurtures Community Engagement Evidence Driven		
<b>Core Purpose</b>			
<b>Do the Guiding Principles listed below fully support and align with the core values and core purpose and is following these guiding principal practically essential to achieving the envisioned future?</b>	<b>YES</b>	<b>NO</b>	
The Board is committed to ensuring an academic and social atmosphere that will assist each learner toward his or her highest potential.			
The Board will endeavor to maintain a safe environment for all people in our facility.			
School programs and activities will be chosen and evaluated in the context of assisting individual learners to reach their highest potential. Sources of funding will not be the primary factor in decision making.			
To address community expectations the board commits to generating, assembling, examining and disseminating relevant data on school, program and individual performance.			
Assessment data will be used to recognize success and to make program improvements.			
School achievement will be determined foremost by the progress of individual learners toward reaching their highest potential.			
As stewards of public funds the Board will always endeavor to be fiscally prudent.			
The Board will engage in self-reflection to ensure that community expectations are being met			
The Board expects all HPES community members, particularly adults, to share the individual and joint responsibility for fostering an atmosphere conducive to learning.			

## Pulling it all together

Example:

Teaching Company (1990s)	
CORE IDEOLOGY	ENVISIONED FUTURE
Core Purpose	25-Year BHAG
To ignite in all people the passion for learning	Create and bring forth the best collegiate and high school programs that have ever been invented
Core Values	Vivid Description
<p>Excellence: Get the best, then make it better</p> <p>Cultivate every resource; pull weeds immediately</p> <p>Results-oriented work ethic</p> <p>Fair and generous relationships with our people and customers; expect the same in return</p> <p>Integrity. Period.</p>	<p>Our reason for being is to set minds on fire. Make every customer touch point a place where that's what we do every marketing piece, every phone call, every Web visit, every package and piece of mail. ... Our programs will be featured in <i>Time</i> or <i>Newsweek</i> as one of the primary contributors to the radical improvement in high-school performance in the United States. ... Ivy League graduates will tell us that they received more and better learning through our programs than they got in college. ... Hundreds of thousands of people who never finished high school will become devoted learners of great literature, philosophy, and science. ... Prison inmates will learn about Plato and Darwin and Faulkner and ask for more. ... The best teachers in the world will reach 1,000 times the number of students they now reach.</p>

HPES:

Core Ideology	Envisioned Future
Core Purpose	25 Year BHAG
Core Values	Vivid Description
<ul style="list-style-type: none"> <li>• Pursuit of excellence</li> <li>• Integrity</li> <li>• Every Individual is of importance</li> <li>• Nurtures Community Engagement</li> <li>• Evidence Driven</li> </ul>	

- **Communicate this throughout the organization**
- **Use it to drive policy**
- **Use it to drive strategy**
- **Use it to drive funding and resource allocation decisions**
- **Use it to drive goals**
- **Use it to drive personnel decisions**
- **Use it to drive compensation decisions**
- **Incorporate it with the visioning work**
- **Use it to drive curriculum decisions**
- **Use it to drive facility decisions**
- **Use it to drive programming decisions.**