



**Arizona School for the Arts**  
**Board of Directors Strategic Planning Retreat Minutes**  
**Saturday, August 27, 2022 at 9:00 a.m.**  
**Quarles & Brady:**  
**2 North Central Avenue Suite 600**  
**Phoenix, Arizona 85004**

Attendance (voting Members in bold)					
<b>Dr. David Garcia, President</b>	<b>P</b>	<b>Alexander Laing, Vice President</b>	<b>P</b>	<b>Dr. Heidi Jannenga, Secretary/Treasurer</b>	<b>P</b>
<b>Dr. Anthony (Tony) Dietz, Past President</b>	<b>P</b>	<b>John Snider</b>	<b>P</b>	<b>Betty Hum</b>	<b>A</b>
<b>Kevin Allen</b>	<b>A</b>	<b>Allison Otu</b>	<b>A</b>	<b>Karen Lugosi</b>	<b>A</b>
<b>Dr. Ed Finn</b>	<b>A</b>	<b>John O'Neal</b>	<b>P</b>	<b>Yetta Gibson</b>	<b>P</b>
Jessica Elder, Honorary Arts Faculty	X	Amara Washington-Bess, Honorary Alumni	X	Amalia Nevarez, Honorary Student	X
Madeline Yang, Honorary Student	X	Leah Fregulia, Head of School/ CEO	P	Elizabeth (Liz) Shaw, Business Director	X
Leslie Religioso, Development & Marketing Director	X	Carolyn Smith, Executive Assistant	P		

Agenda Items
<b>Ice Breaker &amp; Kick Off</b>
<b>Agenda Review &amp; Establish Agreements</b>
<b>Visioning: ASA History and Advancement</b>
<b>Alignment on the Core of ASA</b>
<b>Equity Statement Review &amp; Identification of Core Values</b>
<b>Review of Strategies &amp; Priorities</b>
<b>Closing out the Day</b> <ul style="list-style-type: none"> <li>Define next steps and action commitments</li> <li>Member check-out</li> </ul>
The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

## Minutes

The meeting was called to order at 9:10 a.m.

### Ice Breaker & Kick Off

The Board members introduced themselves and participated in a thought-provoking question and answer activity facilitated by Lori Howard and Sarah Gonzales from Avenir Consulting to act as a warm-up for the day's brainstorming. After the activity, Board President Dr. David Garcia thanked everyone for being at the meeting and encouraged active participation in the discussions of the day.

### **Agenda Review & Establish Agreements**

Lori went over the agenda and plan for the day and asked the Board to provide their shared agreements for how the discussions would be conducted throughout. The Board decided that the tone of the day would be “committed, candid, courteous and creative.” The primary objectives were to examine ASA’s identity and mission, and create an alignment of purpose and consolidation of the school’s strategic plans.

### **Visioning: ASA History and Advancement**

Board members were asked by Lori to name what contributed to ASA’s success over the past ten years. Common factors included: high standards and healthy academic rigor such as 3QP; a unique program; reputation and strong branding; acceptance of students as individuals; facility upgrades; dedication of school leadership and the Board to the school’s mission; and a willingness to adapt to change. The Board then discussed using these strengths to move ASA into the future and what would be needed to create the same trajectory of success over the next decade.

### **Alignment on the Core of ASA**

Sarah led the Board through a discussion of the school’s Mission Statement to inform the creation of an Identity Statement. She asked the Board to discuss why ASA exists, who the school serves and how we serve that community to ensure that the objective identity of the school aligns with the mission. The school’s strengths and challenges were examined through the lens of keeping the school on mission while developing a community identity that reflects our good reputation and evolution.

### **Equity Statement Review & Identification of Core Values**

Leah Fregulia shared a draft of the school’s revised Equity Statement -- that was developed over the summer by members of the Core Equity Team -- for comment. A discussion followed, led by Sarah, of how ASA would achieve the goals set forth by the new equity statement using the current Core Values of the school. The goals were informed by surveys put into the community by the Core Equity Team; a common theme received back was the desire to be an interconnected community in the wake of the solitariness engendered by the pandemic. Through discussion, it was found that the current core values align with the goals along with the addition of “empathy”.

### **Review of Strategies & Priorities**

Leah reviewed the goals set forth in the 2020-2023 Strategic Plan and merged it with the Equity Plan to show the Board areas of overlap and other areas of enhancement. Going forward the merged plans will act as the goals for the ASA community.

### **Closing out the Day**

The Board identified strategies that will be put into action now and topics that need to be brought forward for possible further discussion. Each Board member shared their thoughts on how they felt going forward and the common consensus was: invigorated, challenged and informed.

The meeting ended at 1:55 p.m.

---

Minutes reviewed and accepted on: September 26, 2022

Signed by: \_\_\_\_\_, Board Member