

FY19-20 Board Assessment

Board Assessment Report

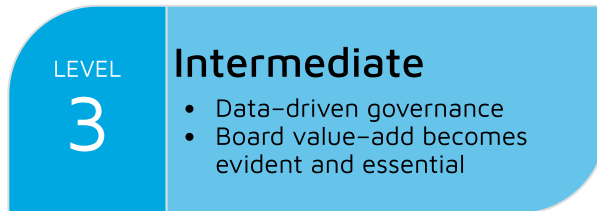
OPENED 5/7/2020

SCHOOL LEADER KF Krishna Feeney





BOARD MEMBERS CG Christina Greenberg DL Davis Leung GK Greg Klein HT Hae-Sin Thomas
JF Jan Faraguna LB Loren Bentley Tammero OC Olivia Couch
SW Stacey Wang

Overall Score

Completed



LEGEND

-  BOARD Average for all participating board members
-  School Leader One School Leader
-  One individual board member
-  Insufficient Data

Summary

Board

Board Meetings



Board Structure



Board
Composition



Board Recruitment



Board Goals &
Accountability



Finance



Development



Academic
Oversight



School Leader
Support &
Evaluation



BoardSavvy
School Leader



Detail

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Board Meetings				BOARD	
Board Structure					BOARD
Board Composition			BOARD		
Board Recruitment	BOARD				
Board Goals & Accountability		BOARD			
Finance				BOARD	
Development	BOARD				
Academic Oversight				BOARD	
School Leader Support & Evaluation				BOARD	
BoardSavvy School Leader		BOARD			

Board Meetings

LEVEL
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LEVEL
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Yearly Meeting Plan				BOARD	
Board Meeting Agenda					BOARD
Board Meeting Materials					BOARD
Board Meeting Content		BOARD			
Board Meeting Facilitation					BOARD
Board Meeting Minutes					BOARD
Board Meeting Evaluation	BOARD				
Open Meeting Law Compliance		BOARD			

Answer key for: Board Meetings

Yearly Meeting Plan	<ul style="list-style-type: none">• Annually, the board creates a board meeting calendar outlining all the board meetings, retreats, and other important board related dates for the entire year.• The board schedules time for deeper strategy sessions/strategic discussions throughout the year.• The board creates a strategic board calendar that delineates when key decisions need to be made by the board.
Board Meeting Agenda	<ul style="list-style-type: none">• The board chair and the School Leader work collaboratively to create each board meeting agenda.• They seek input on the agenda from committee chairs.• The board uses a consistent agenda format that delineates topic, duration, associated meeting materials, and the action that will be required.
Board Meeting Materials	<ul style="list-style-type: none">• Meeting materials (minutes from the previous meeting, reports, financial statements, etc.) are consistently distributed at least three days in advance of the meeting.• Meeting materials are clearly organized, making it clear what trustees need to do to prepare for the board meeting.• All trustees always read the board meeting materials in advance of the meeting.
Board Meeting Content	<ul style="list-style-type: none">• 90% of board meeting time is focused on setting the strategic direction of the organization, and 10% or less is focused in reacting to immediate issues.• Board meeting presentations/discussions are primarily lead by committee chairs rather than being dominated by the School Leader.• Committees report out only when there is something strategic to discuss (as opposed to an agenda of standard committee reports).
Board Meeting Facilitation	<ul style="list-style-type: none">• Board meetings run efficiently.
Board Meeting Minutes	<ul style="list-style-type: none">• The board consistently takes board meeting minutes.• The minutes are a concise record of actions taken by the board (rather than a lengthy transcript).• Committees consistently take meeting minutes.• All minutes comply with your state's open-meeting requirements
Board Meeting Evaluation	<ul style="list-style-type: none">• Board meetings are evaluated on a consistent basis.
Open Meeting Law Compliance	<ul style="list-style-type: none">• All trustees have a thorough understanding of the open meetings law.• The board has systems in place to ensure consistent compliance with the open meeting law.• Annually, the board reviews the open meeting law, as a group.• Annually, the board's legal counsel reviews board compliance with the open meeting law.• Monthly, the board secretary reviews open meeting law compliance.

Board Structure

LEVEL
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LEVEL
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Bylaws					BOARD
Job Descriptions			BOARD		
Officers					BOARD
Committees					BOARD

Answer key for: Board Structure

Bylaws	<ul style="list-style-type: none"> • The board has a comprehensive set of bylaws. • Annually, the board reviews the bylaws as a group. • Each trustee has a copy of the bylaws for easy reference. • The bylaws state clear term limits to ensure rotation of board members.
Job Descriptions	<ul style="list-style-type: none"> • The board has a clear job description for the full board. • Trustees receive a document that clearly outlines individual trustee performance expectations. • Annually, the board reviews the job description and individual performance expectations.
Officers	<ul style="list-style-type: none"> • The board has a chair, vice-chair, treasurer, and secretary. • Each officer has the necessary skills to do the job well. • Each officer position has a written job description that clearly articulates their roles and responsibilities. • The board has a clear and transparent written process for nominating officers. • There is an exemplary succession planning process for the officer positions.
Committees	<ul style="list-style-type: none"> • There is a written job description for each board committee that has been approved by the full board. • A full board member chairs each committee. • A senior member of the organization’s leadership team staffs each committee. • Each board committee has an adequate number of members to accomplish its goals. • At a minimum, the board has a finance, development (fundraising), governance, and an academic excellence committee.

Board Composition



	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Board Size		BOARD			
Previous Governance Experience	BOARD				
Skills and Expertise		BOARD			
Diversity			BOARD		
Level of Objectivity				BOARD	

Answer key for: Board Composition

Board Size	<ul style="list-style-type: none">• 11 to 15 trustees
Previous Governance Experience	<ul style="list-style-type: none">• 75% or more of the board have previous governance experience
Skills and Expertise	<ul style="list-style-type: none">• 100% of the skills needed to govern effectively
Diversity	<ul style="list-style-type: none">• Board membership reflects the broadest level of ethnic, racial, gender, and geographical diversity.• The diversity of board members heightens the credibility of the board in the broader community's eyes.
Level of Objectivity	<ul style="list-style-type: none">• The board is able to maintain a very high level of objectivity when governing because:<ul style="list-style-type: none">◦ No trustees have any personal or business ties with the School Leader, staff, or each other that could result in a conflict of interest (real or perceived) during decision-making.◦ Less than 25% of the board members are parents of students currently enrolled in the school.◦ The School Leader is the only employee of the organization that is a member of the board.

Board Recruitment

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Recruitment Plan	BOARD				
Recruitment Process	BOARD				
Board Recruitment Pipeline	BOARD				
Role of the School Leader in Board Recruitment	BOARD				
Orientation	BOARD				

Answer key for: Board Recruitment

Recruitment Plan	<ul style="list-style-type: none"> The board has a targeted three-year profile of the skills and expertise that will be need on the board. The board has a targeted annual board recruitment plan.
Recruitment Process	<ul style="list-style-type: none"> When recruiting new trustees, the board formally assesses: <ul style="list-style-type: none"> Each candidate's skill set to ensure a good fit with the board Whether the candidate truly has enough time to serve on this type of board (i.e., 6 to 10 hours a month) The candidate's philosophical alignment with the school's mission The candidate's ability to participate in group process The board requires a trial period for board candidates by having them serve on a board committee prior to being nominated to the full board. The selection process consistently adheres to a board approved nominating policy and process. There is a standard list of questions asked of all candidates. The strength of each candidate is evaluated numerically on a standard candidate-ranking sheet or scorecard.
Board Recruitment Pipeline	<ul style="list-style-type: none"> Non-board members serve on each board committee.
Role of the School Leader in Board Recruitment	<ul style="list-style-type: none"> The School Leader: <ul style="list-style-type: none"> Actively participates in the creation of the long-term board recruitment plan. Devotes significant time to helping identify, screen, and orient new trustees. Sees board recruitment as a vital leadership role, as the organization's School Leader.
Orientation	<ul style="list-style-type: none"> New trustees receive an effective orientation.

Board Goals & Accountability



Board Goals			BOARD		
Accountability	BOARD				

Answer key for: Board Goals & Accountability

Board Goals	<ul style="list-style-type: none">• The board has a clear set of goals for the year that clearly delineates how the board will add value to the organization.• The board has an effective and consistent process to measure progress towards achieving annual board goals.• Each board committee has a set of annual goals and an action plan that aligns with the overall board goals for the year.• Substantive committee work happens in between board meetings.
Accountability	<ul style="list-style-type: none">• Board members are aware of the time commitment expected to be an effective board member.• Each board member is held to the same standards.• 100% of the board members actively contribute to the success of the board.• There is a clear, transparent system to hold each board member accountable for contributing to the group and following through on expectations outlined in the trustee job description.• The work of the full board is evaluated on an annual basis.• The work of individual trustees is evaluated on an annual basis.• An annual individual trustee performance evaluation is used to determine who should be invited to continue to serve on the board.

Finance

LEVEL
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LEVEL
5

Financial Oversight					BOARD
Financial Policies and Procedures	BOARD				
Financial Controls				BOARD	
Financial Reports					BOARD
Developing Realistic Budgets				BOARD	
Board Education			BOARD		
Annual Audit/990				BOARD	
Financial Compliance		BOARD			
Support of the School Leader				BOARD	

Answer key for: Finance

Financial Oversight	<ul style="list-style-type: none"> • All trustees have a clear understanding of the economics of your charter organization, including the budget and short- and long-term financial outlook. • The board has a clear and consistent process for articulating priorities and mapping financial allocations to them.
Financial Policies and Procedures	<ul style="list-style-type: none"> • There is a Financial Policies and Procedures (FPP) manual that is annually revised and reviewed by the Finance Committee. • The Financial Policies and Procedures (FPP) manual meets and exceeds your charter authorizer's recommended standards.
Financial Controls	<ul style="list-style-type: none"> • The books are closed on a timely basis each month, quarter, and year, without exception. • The board's auditors are 100% comfortable with the internal controls (and compensating controls when you do not have enough staff members to divide up the duties). • The board-approved financial-control policies provide meaningful checks and balances, which are followed consistently, without exception.
Financial Reports	<ul style="list-style-type: none"> • Once a year, the School Leader and the Finance Committee come to an agreement on what types of financial reports will be prepared for board review on an annual, quarterly, and monthly basis. • Monthly, the board receives accurate financial reports that include projections through the end of the fiscal year each month or quarter. • The financial reports allow the board to track the organization's financial position. • Monthly, the Finance Committee reviews financial reports. • The Finance Committee always make inquires into and understands the causes of any meaningful variances from the organization's projected budget.
Developing Realistic Budgets	<ul style="list-style-type: none"> • Annually, there is a multi-year budget that has been approved by the full board and is revised and re-approved by the board. • There is a strong annual budgeting process that involves a healthy dialogue between the School Leader and both the Finance Committee and the full board about resource allocation priorities. • The annual budgeting process gets completed in time for the School Leader to make strategic hiring and programmatic decisions for the next year.
Board Education	<ul style="list-style-type: none"> • Each trustee is well-versed in the key drivers and sources of revenues for your organization, and the related cash flows. • The full board is annually trained by the Finance Committee to read, understand, and interpret the main points of the financial reports. • The Finance Committee leads a portion of the new trustee orientation, orienting them to the organization's short and long-term financial health and training them on how to read and interpret financial reports.
Annual Audit/990	<ul style="list-style-type: none"> • The organization always, without exception, receives an unqualified opinion and very few or no recommendations in the audit's management letter. • If/when recommendations are received; they are always resolved and noted as completed in the subsequent management letter, without exception. • The organization's completed 990 is reviewed/signed off by the Finance Committee and sent to the IRS on a timely basis, and shared annually with the full board, always and without exception.
Financial Compliance	<ul style="list-style-type: none"> • The board is 100% confident that the organization's management team is properly handling restricted grants. • The management provides the Finance Committee with a detailed checklist of all of management's deliverables and reports to various agencies, authorizers, and auditors. • The Finance Committee annually confirms that the deliverables and reports to various agencies, authorizers, and auditors are completed/submitted accurately and on a timely basis.

Answer key for: Finance

Support of the
School Leader

- The Finance Committee has an outstanding relationship with the School Leader, and is it able to actively help her/him develop their skills in overseeing the financial health of the organization.
- Recognizing that the members of the Finance Committee typically have more financial experience than the School Leader, the Finance Committee annually helps the School Leader assess whether the organization has an adequate number of staff members supporting the operational and financial needs of the organization.
- Annually, the Finance Committee assists the School Leader in setting strategic goals about:
 - Strengthening the staffing that supports the smooth finance and operations of the school
 - Strengthening the financial systems of the organization

Development

LEVEL
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LEVEL
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Philosophical Alignment	BOARD				
Strategic Fund Development Plan	BOARD				
Accountability	BOARD				
Board Training	BOARD				

Answer key for: Development

Philosophical Alignment	<ul style="list-style-type: none"> The board and the School Leader are philosophically aligned about the role of the board in fundraising. There are written expectations outlining the role of trustees in fundraising that are agreed to annually and understood and accepted by all trustees. The board has discussed subsidizing the public funding of the organization with private funds and is in agreement about how much to raise, why it is to be raised, and over what period of time.
Strategic Fund Development Plan	<ul style="list-style-type: none"> There is a board approved, written, multi-year fund development plan. The multi-year fund development plan is realistic. All trustees understand the strategic fund development plan. The strategic fund development plan clearly delineates the role of the full board, the development committee, the School Leader, and the development staff (if they exist) in achieving the plan. There are adequate staff and financial resources to achieve the strategic fund development plan.
Accountability	<ul style="list-style-type: none"> All trustees feel the fundraising expectations placed on trustees is realistic. There is an effective system in place for holding each trustee accountable to completing the fundraising tasks to which he or she has committed.
Board Training	<ul style="list-style-type: none"> There is a comprehensive board training and education program in place to help trustees be more effective at completing their fundraising assignments.

Academic Oversight



	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Clarity of Vision			BOARD		
Roadmap			BOARD		
Charter Obligations				BOARD	
Standardized Testing					BOARD
Comparative Data			BOARD		
Board Education			BOARD		

Answer key for: Academic Oversight

Clarity of Vision	<ul style="list-style-type: none">• Each trustee understands what academic excellence means at your organization.• The board and the School Leader have a written, shared definition of academic excellence.
Roadmap	<ul style="list-style-type: none">• There is a clear understanding between the board and the School Leader about what the organization is doing towards reaching its defined vision of excellence.• The board and the School Leader agree on the next key steps the organization will take this year to get closer towards this vision.
Charter Obligations	<ul style="list-style-type: none">• The full board knows the key academic promises that have been made to your authorizer in your charter.• There is a clear and consistent way to measure progress towards reaching the academic goals spelled out in the charter(s) and the accountability plan(s).
Standardized Testing	<ul style="list-style-type: none">• All trustees know which standardized tests are administered at the school.• All trustees understand what each standardized test measures.• The board receives clear and consistent reporting on standardized test results.• Each trustee knows if interim assessments are administered at the school.• The board receives clear and consistent reporting on interim test results.
Comparative Data	<ul style="list-style-type: none">• The School Leader compares the organization's academic results with the results of the district.• The School Leader compares the organization's academic results with the results of comparative charter schools.• The School Leader has identified a successful school to benchmark against with the goal to meet or exceed that school's results.
Board Education	<ul style="list-style-type: none">• The board has an Academic Excellence Committee that helps the board conduct effective oversight of the academic program.• The Academic Excellence Committee works closely with the School Leader to design an annual program that educates the board about key strategies to close the achievement gap/deliver academic excellence, as well as other unique aspects of the organization's mission.

School Leader Support & Evaluation

LEVEL
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LEVEL
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LEVEL
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LEVEL
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LEVEL
5

Governance/Management				BOARD	
Partnership with School Leader				BOARD	
School Leader Evaluation				BOARD	
School Leader Support		BOARD			

Answer key for: School Leader Support & Evaluation

Governance/Management	<ul style="list-style-type: none">• The full board is clear about the key organizational decisions that need to be made this year.• Each trustee is clear about their role as a board member vs. the role of the School Leader in making these decisions.• Each board committee has a chart that describes the responsibilities of the full board, the committee, and the School Leader.
Partnership with School Leader	<ul style="list-style-type: none">• There is a strong working relationship with the School Leader, built on mutual trust and respect.• There is a strong partnership between the board chair and the School Leader.• The board chair and School Leader communicate effectively with each other on a regular basis.
School Leader Evaluation	<ul style="list-style-type: none">• Annually, the board approves clear performance metrics for the School Leader.• There is a clear and consistent process for evaluating the School Leader on an annual basis.• The School Leader has an up-to-date job description.• Annually, the board partners with the School Leader to objectively gauge parent satisfaction.• Annually, the board partners with the School Leader to objectively gauge teacher satisfaction.
School Leader Support	<ul style="list-style-type: none">• The board has a clear and consistent process for providing coaching, feedback, and support to the School Leader.• The full board speaks with one voice to the School Leader regarding their performance (expectations and implementation).

BoardSavvy School Leader

LEVEL
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LEVEL
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LEVEL
5

Governance Knowledge	BOARD				
Governance Prioritized		BOARD			
Board Education		BOARD			
Setting Strategic Direction				BOARD	
Communication					BOARD
Succession Planning	BOARD				

Answer key for: BoardSavvy School Leader

<p>Governance Knowledge</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ Has a strong understanding of effective governance best practice ◦ Annually completes professional development on governance ◦ Reads extensively about board governance issues ◦ Serves on another board outside of his or her organization
<p>Governance Prioritized</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ Sees developing and maintaining the board as one of his or her primary responsibilities ◦ Devotes significant time to helping the board run effectively ◦ Ensures that each board committee is appropriately staffed, either by the School Leader or another senior staff member ◦ Includes governance training as a key component of professional development for senior staff
<p>Board Education</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ Systematically and continually educates the board about key elements of running an exceptional charter school or network of schools ◦ Educates the board about the key issues the charter authorizer uses to judge the organization’s performance ◦ Educates the board about the charter renewal process ◦ Educates the board about state and national measures of academic success
<p>Setting Strategic Direction</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ Has a clear strategic vision for the organization ◦ Assists the board in clarifying the most important things they can do to help achieve the strategic vision
<p>Communication</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ Communicates clearly and effectively with the board ◦ Always sends out clear, well-organized materials in advance of the board meeting ◦ Provides the board with annual metrics on which to measure their individual and organization-wide performance
<p>Succession Planning</p>	<ul style="list-style-type: none"> • A BoardSavvy School Leader: <ul style="list-style-type: none"> ◦ · Partners with the board to develop an agreed upon a short-term/emergency succession plan for the School Leader position, that is well documented and reviewed annually ◦ · Annually discusses long-term succession management plan for the organization with the board