

EBIA Board Work Plan February 2016

(Based on the BoardOnTrack Board Assessment results and capability –maturity model)

| Level | Engaged Team | Systems and Processes | Performance Management | Impact |
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| 5. You've Reached the High Bar! | | Board meetings are run efficiently. | Each trustee understands what academic excellence means at your organization. There is a clear understanding between the board and the CEO about what the organization is doing towards reaching its defined vision of excellence. | The full board knows the key academic promises that have been made to your authorizer in your charter. All trustees have a clear understanding of the economics of your charter organization, including the budget and short- and long-term financial outlook. |
| 4. Excellent with a few growth areas | <p>The Board operates according to a comprehensive set of bylaws. Area of focus to add an annual review.</p> <p>The Board has a strong working relationship with the CEO, built on mutual trust and respect.</p> <p>There is a partnership between the board chair and the CEO.</p> | <p>Board agenda is built collaboratively with the CEO, materials are organized and minutes are taken and published.</p> <p>Monthly, the board receives accurate financial reports that include projections through the end of the fiscal year each month or quarter.</p> <p>The books are closed on a timely basis each month, quarter, and year, without exception.</p> <p>The board-approved financial-control policies provide meaningful checks and balances, which are followed consistently, without exception.</p> <p>CEO Communicates clearly and effectively with the board.</p> | <p>Board meeting content is 90% focused on the strategic direction of the organization and 10% on immediate issues.</p> <p>Annually, there is a multi-year budget that has been approved by the full board and is revised and re-approved by the board.</p> | <p>The board is able to maintain a very high level of objectivity when governing because no trustees have any personal or business ties with the CEO, staff, or each other that could result in a conflict of interest (real or perceived) during decision-making and the CEO is the only employee of the organization that is a member of the board.</p> <p>The full board is clear about the key organizational decisions that need to be made this year.</p> <p>Trustees are well-versed on national and local charter school issues</p> <p>Trustees actively participates in school activities such as special programs and fundraising events</p> |

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| <p>3. Meeting basic compliance</p> | <p>Board size is within our bylaws (5-11). Areas of focus are on diversity and adding a few members to focus on Strategic priorities.</p> <p>The CEO systematically and continually educates the board about key elements of running an exceptional charter school or network of schools</p> <p>Trustees devote 6 to 10 hours a month to board work and miss two board meetings or less during the year</p> | <p>The board has systems in place to ensure consistent compliance with the open meeting law. Consider adding annual review of open meeting law compliance as a group.</p> | <p>Each trustee is well versed in the key drivers and sources of revenues for your organization, and the related cash flows.</p> <p>All trustees know which standardized tests are administered at the school they understand what each standardized test measures and the board receives clear and consistent reporting on standardized test results.</p> <p>The CEO compares the organization's academic results with the results of the district and with the results of comparative charter schools</p> | <p>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.</p> <p>CEO Has a clear strategic vision for the organization and assists the board in clarifying the most important things they can do to help achieve the strategic vision</p> <p>Trustees make an annual "stretch" financial donation to the school.</p> |
| <p>2. Needs more focus</p> | <p>There are Trustee and Committee job descriptions and documented structures.</p> <p>Partnership between the Board and CEO includes a clear and consistent process for support, feedback and evaluation.</p> <p>When recruiting new trustees, the board formally assesses 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), and the candidate's philosophical alignment with the school's mission</p> | <p>There is an annual process of goal setting including accountability structures. Yearly meeting plan with time for strategy sessions/deeper discussions</p> <p>Finance Committee is established and has an outstanding relationship with the CEO, and is it able to actively help her/him develop their skills in overseeing the financial health of the organization.</p> | <p>Board members can improve engagement with RSVP's to meetings and attendance.</p> <p>Board members are aware of the time commitment expected to be an effective board member and work of the Board and its members are evaluated on an annual basis.</p> | <p>New trustees receive an effective orientation.</p> <p>The board is 100% confident that the organization's management team is properly handling restricted grants.</p> <p>The management provides the Board with a detailed checklist of all of management's deliverables and reports to various agencies, authorizers, and auditors.</p> |
| <p>1.Opportunity for growth</p> | <p>Board membership reflects the broadest level of ethnic, racial, gender, and geographical diversity.</p> <p>The board has a targeted three-year profile of the skills and expertise that will be need on the board.</p> <p>The board has an Academic Excellence Committee that helps the board conduct effective oversight of the academic program.</p> | <p>The board has a clear and consistent process for providing coaching, feedback, and support to the CEO.</p> <p>CEO Partners with the board to develop an agreed upon a short-term/emergency succession plan for the CEO position, that is well documented and reviewed annually</p> | <p>The board has a clear set of goals for the year that clearly delineates how the board will add value to the organization.</p> <p>The board has an effective and consistent process to measure progress towards achieving annual board goals.</p> | <p>There is annual board training and education on their role in development and fundraising.</p> <p>Non-board members serve on each board committee.</p> |