

Research Triangle High School

Annual Board Retreat

Date and Time

Wednesday October 9, 2019 at 8:00 AM EDT

Location

The Frontier RTP (Blue Ridge Room) - Building 800 Research Triangle Park, NC 27709

- What's worked, what hasn't – Please use Assessment Results from Board on Track as an input
- Key challenges
- Goals – 1 year and longer

In addition, we would like input from each committee on their view of the **1 or 2 recommended Board Priorities** for the year.

Agenda

I. Opening Items

Opening Items

- A. Record Attendance and Guests
- B. Call the Meeting to Order

II. Monthly Board Meeting

- A. Abbreviated Board Meeting

(Reference Monthly Board Meeting Agenda)

III. Overview and Icebreaker

Academic Excellence

- A. Introduction and Ice Breaker Exercise

IV. CEO Update

CEO Support And Eval

- A. CEO Update
 - Trends
 - Strengths and Challenges
 - Strategic Initiatives

V. Committee Updates

Development

- A. Finance Update
- B. Academic Excellence Update
- C. Development Update
- D. Governance Update

VI. Work Session

Finance

- A. Develop Unified Set of Actions
- B. Review Action Item List
 - List of actions, assignees and due dates

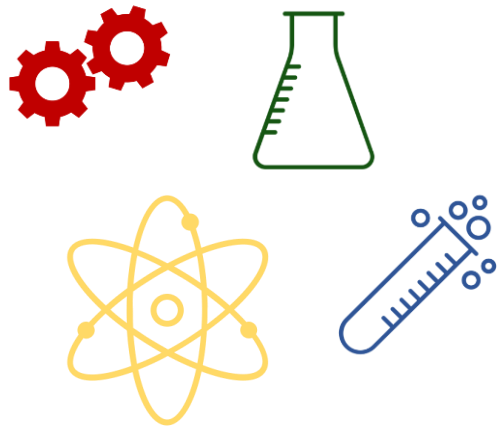
VII. Closing Items

- A. Adjourn Meeting

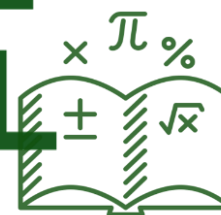
Coversheet

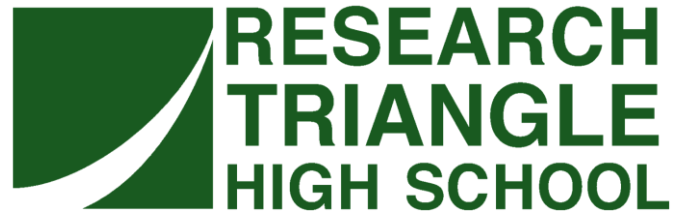
CEO Update

Section: IV. CEO Update
Item: A. CEO Update
Purpose: FYI
Submitted by:
Related Material: CSO board retreat slides 2019.pdf

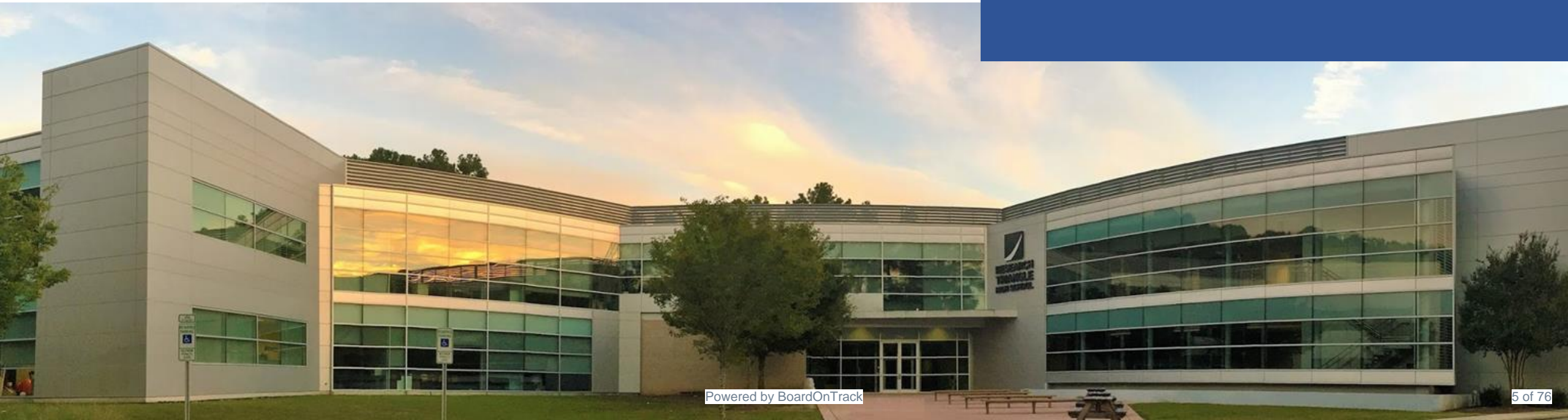


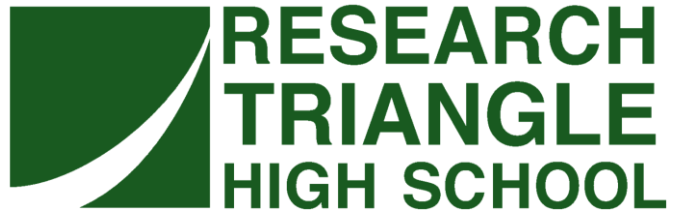
RESEARCH TRIANGLE HIGH SCHOOL





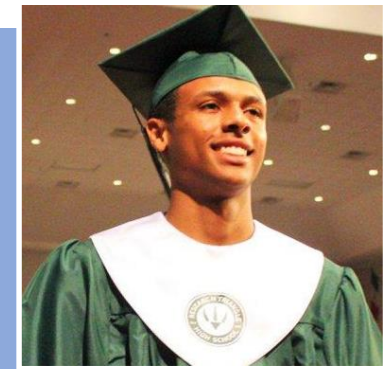
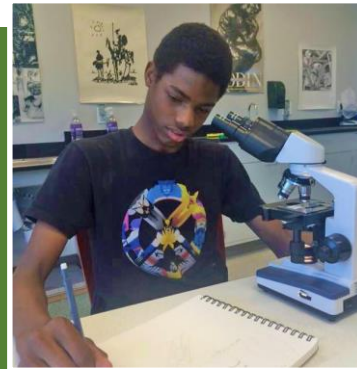
CSO Address 2019 BOD Retreat

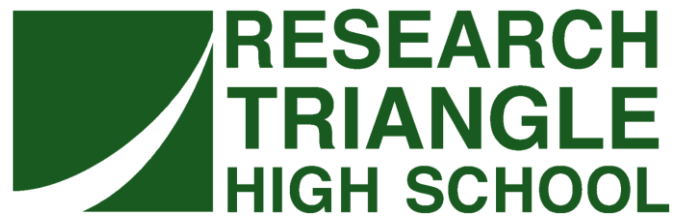




Trends

- Enrollment (schools, waitlists)
- Diversity
- The first rule of lotteries

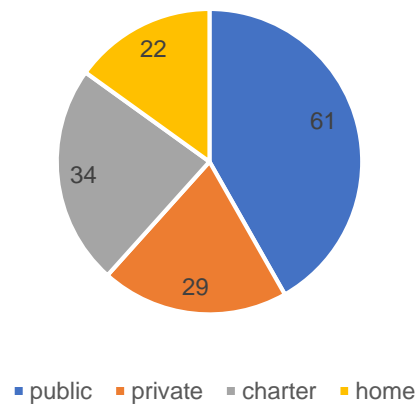


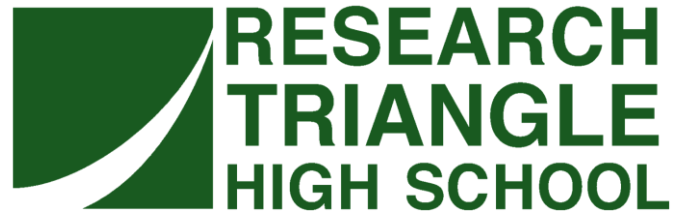


Trends in schools

- Wide variety (149+)
- Wide geographic pull
- Distribution mostly constant
- Attrition slightly higher (8.1% 18-19; 6.7% 17-18)

2019-2020 Applications By School Type

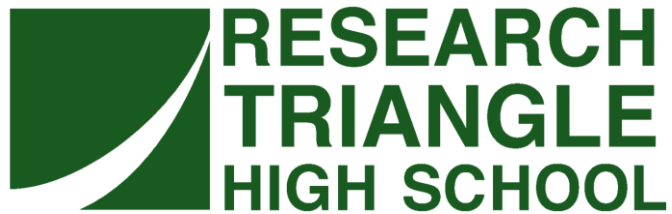




Lottery issues

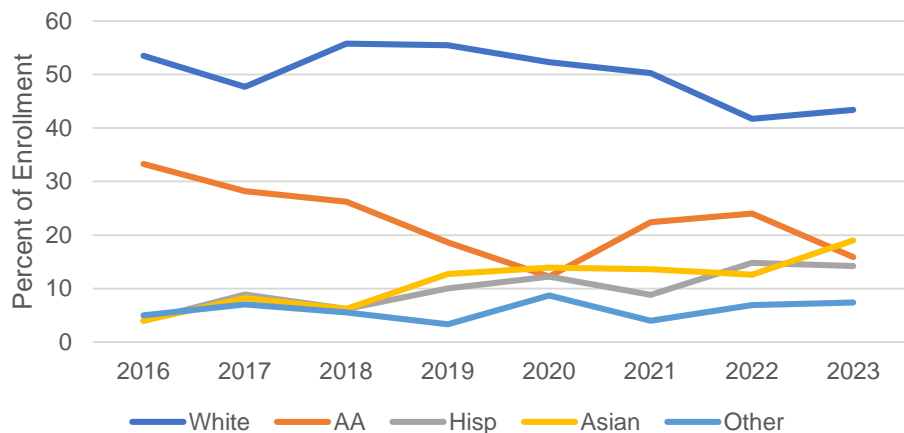
- High churn rate – fully exhausted math 2, 3, waitlists for 9th grade
- Added 10th grade students to keep total enrollment on budget





Trends in diversity

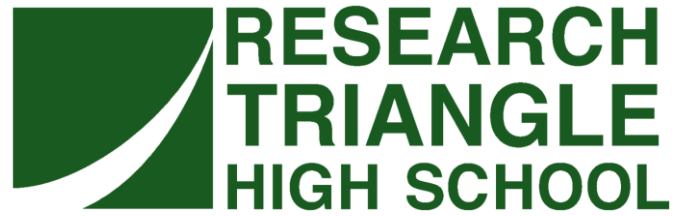
Ninth Grade Demographics by Graduating Class



Grade Level	Total in Grade
9 (2023)	182 107 / 75
10 (2022)	141 69 / 72
11 (2021)	110 62 / 48
12 (2020)	127 73 / 54
Total	560 311 / 249

Male/Female

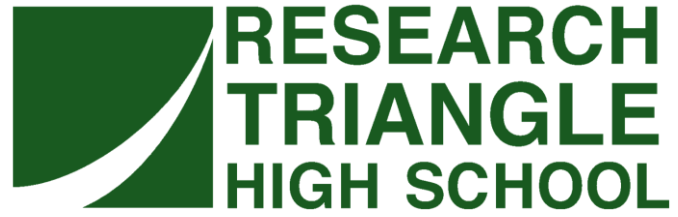




Continued increase in STEM service

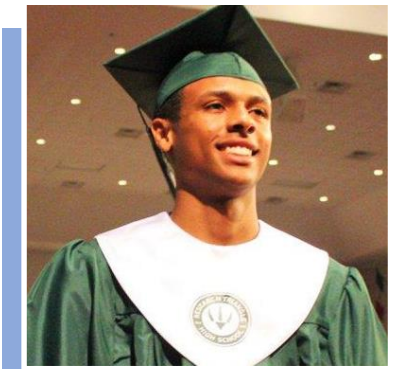
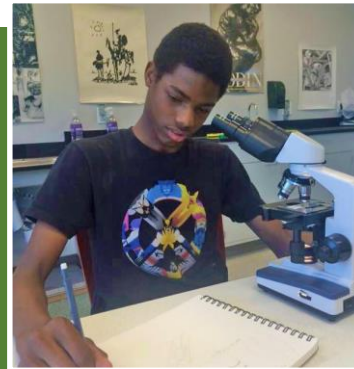
- Advanced research course – coupled with placement
- Additional advanced physics courses (AP C)
- New internships (CISCO, Ubisoft)

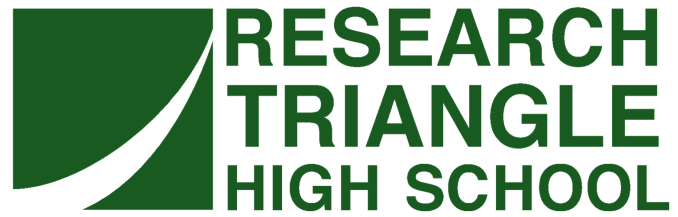




Strengths

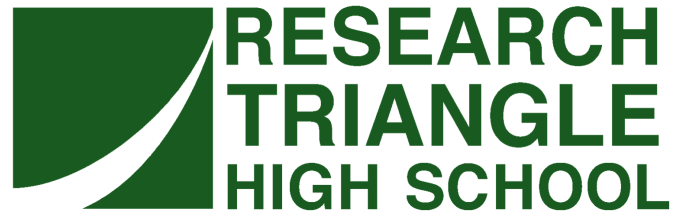
- Personalized Learning
- School Management
- Faculty
- Technology use





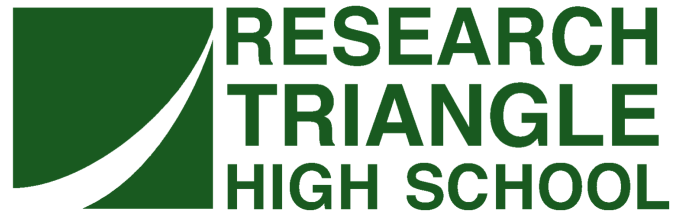
Personalized Learning

- Improving implementation for consistency across courses
- Shows high growth after 9th grade
- Effective college preparatory model



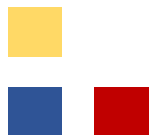
School Management

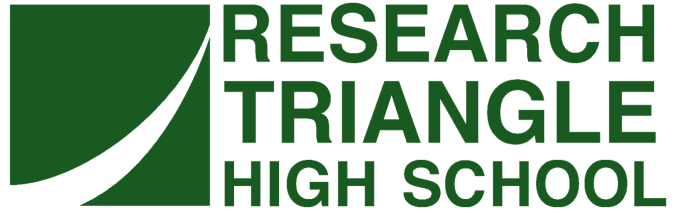
- Sound financial planning/budgeting
- Prioritize teacher working conditions
- Excellent audit results
- Strong academic reputation
- Creative leadership



Challenges

- Physical Plant
- Adapting to change in administrative capacity
- Mission Compliance
- Evolution of Educational Program
- Faculty Working Conditions
- Faculty hiring

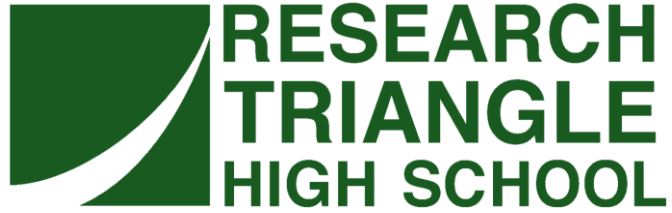




Physical Plant

- Space is even more constrained this year (athletics, teacher workspace, lab/fab facilities)
- Age of equipment/wear
- Limitations on parking/traffic causing strain with neighbors

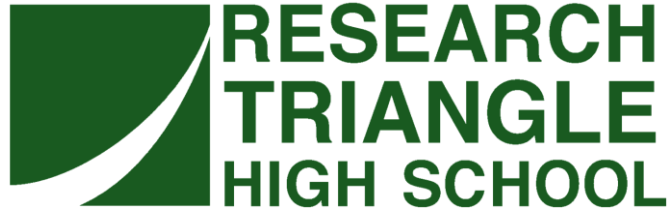




Constraints on Educational Programming

- Longer school day necessary for course flexibility, but an obstacle for stakeholders
- More STEM offerings means cutting other offerings (space, time, funding)
- Graduation requirements in charter compete with innovation
- Client needs compete with school goals (AP, college pressure)
- Faculty time demands





Mission Compliance

“Increase access to globally competitive STEM education”

- Increasing access for low SES students requires programming and resources
- How to ensure global competitiveness?
- How to demonstrate school effectiveness relative to mission?
- How to increase profile and product as a STEM environment?
- Develop vision/values

Our Vision:

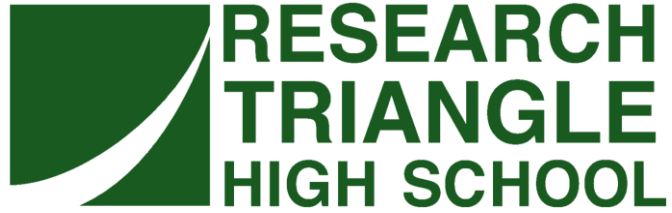
Provide the tools and develop the capacity for students to intentionally determine their futures.

Value Statements:

1. We are responsive.
2. We respect each other.
3. We find joy in learning and discovery.
4. We provide students with the tools to access power.
5. We hold high standards and encourage growth.

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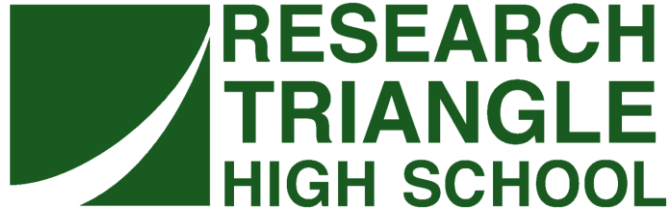




Evolution of Educational Program

- Increase quality of personalized learning product
- Develop training/onboarding for RTHS teachers
- Correct messaging and misunderstandings about PL
- Demonstrate effectiveness
- Outreach – leveraging RTHS expertise and reputation to change Education in NC and elsewhere





Faculty Working Conditions

- Desire for leadership opportunities (added more teacher coaching positions)
- Sufficient time for planning and course development
- Rewarding professional development (completely retooled for 2019-2020)
- Teacher/Student ratio (restructuring reduced ratio)
- Compensation (moved all to WCPSS scale – one time hit)



We SEE school differently

2018-2019 Strategic Initiatives

- STEM recognition (continues in 19-20)
- RTHS 2.0 – faculty/parent/student revisioning (tabled)
- Messaging and Communications strategy and systems (new website, comm platform)
- Reimagining Teaching



We SEE school differently

2019-2020 Strategic Initiatives

- Kestrel Heights
- Scheduling
- Sustainability of enrollment model/what kind of school are we?
- Measures of achievement



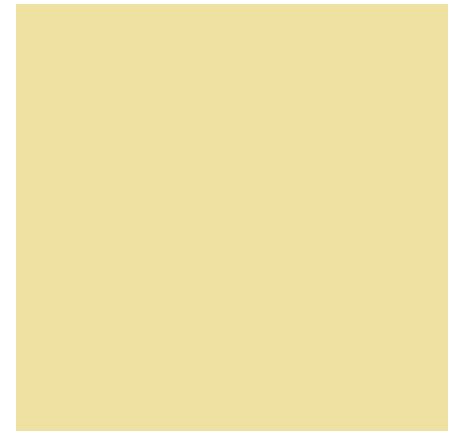
Coversheet

Finance Update

Section: V. Committee Updates
Item: A. Finance Update
Purpose: FYI
Submitted by:
Related Material: Finance_Comm_2019_Retreat_10_09_19.pptx



Finance Committee Board Retreat 2019

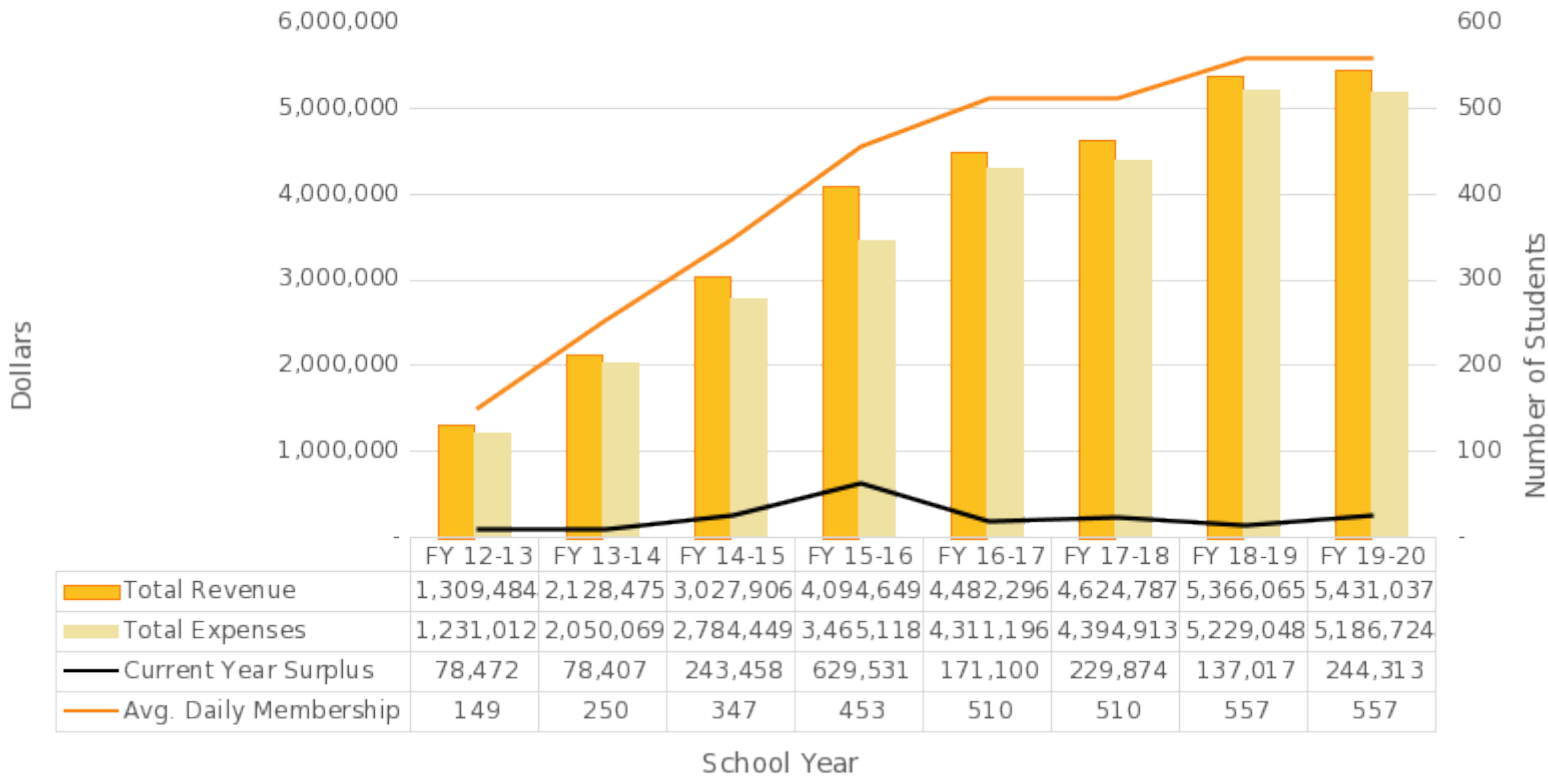


Finance Committee Board Retreat 2019



Financial Overview

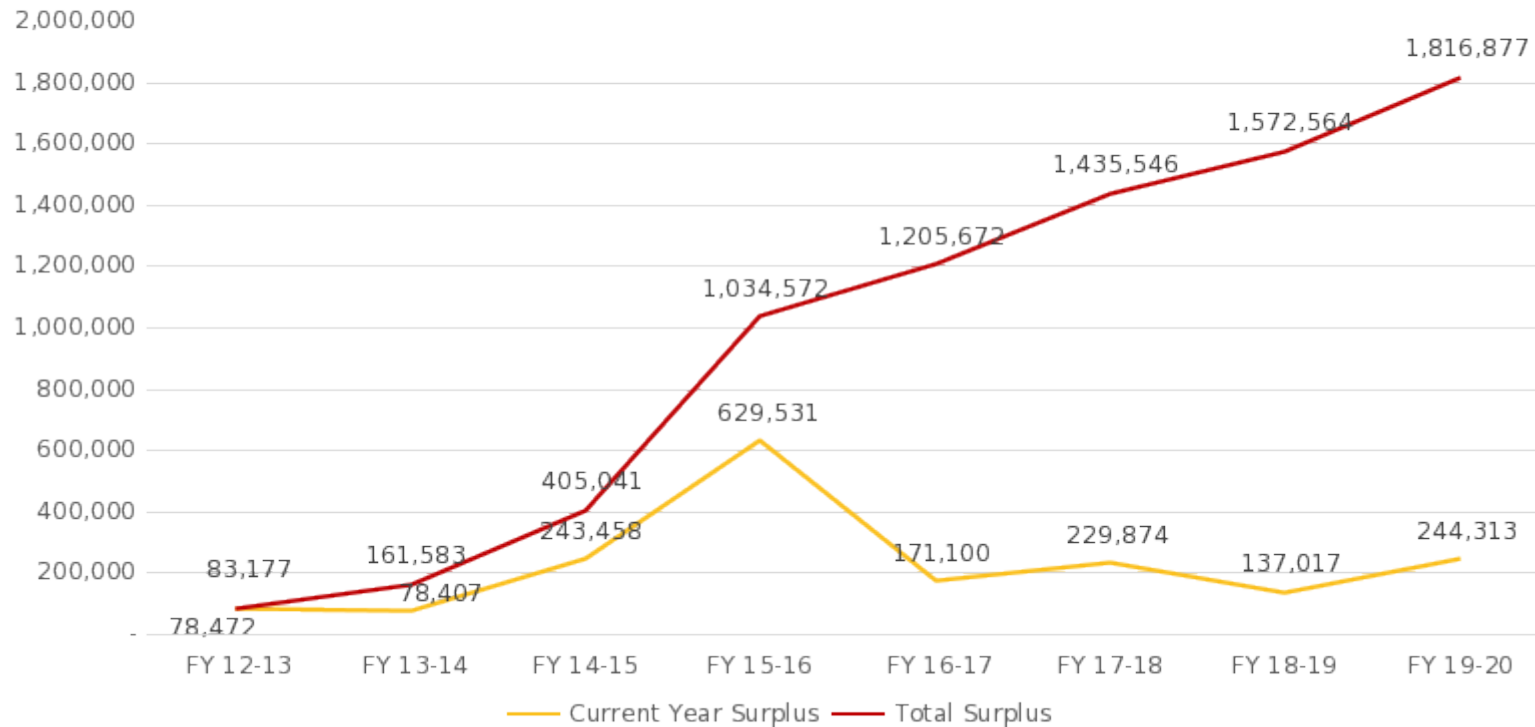
Financial Overview





Surplus – Cumulative & Annual

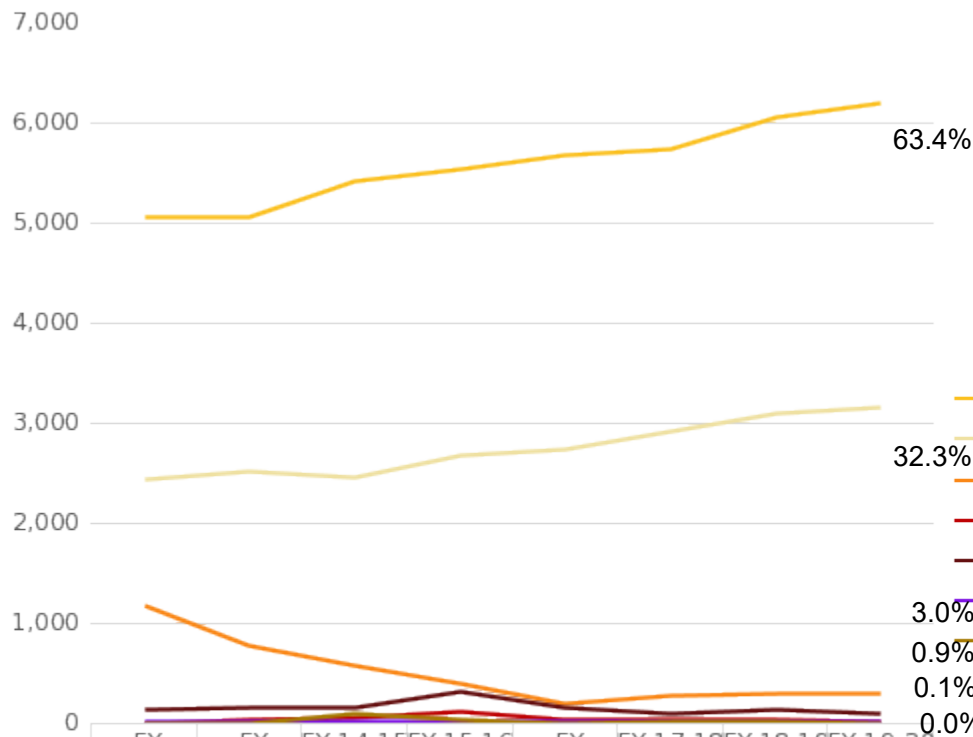
Surplus by Year



+ Revenue Trends



Revenue by Student by Source



	FY	FY	FY 14-15	FY 15-16	FY	FY 17-18	FY 18-19	FY 19-20
State Funds	5,059	5,041	5,415	5,525	5,673	5,738	6,052	6,184
County Funding	2,431	2,513	2,442	2,668	2,737	2,914	3,096	3,150
Federal Funds	1,170	774	567	392	183	270	295	293
Sales & Use Tax Refund	0	36	48	111	32	25	34	20
Corporate/Board/Private Donations	126	147	156	311	153	89	131	90
Interest Income	2	3	3	10	11	13	13	13
Other	0	0	96	22	0	20	12	0

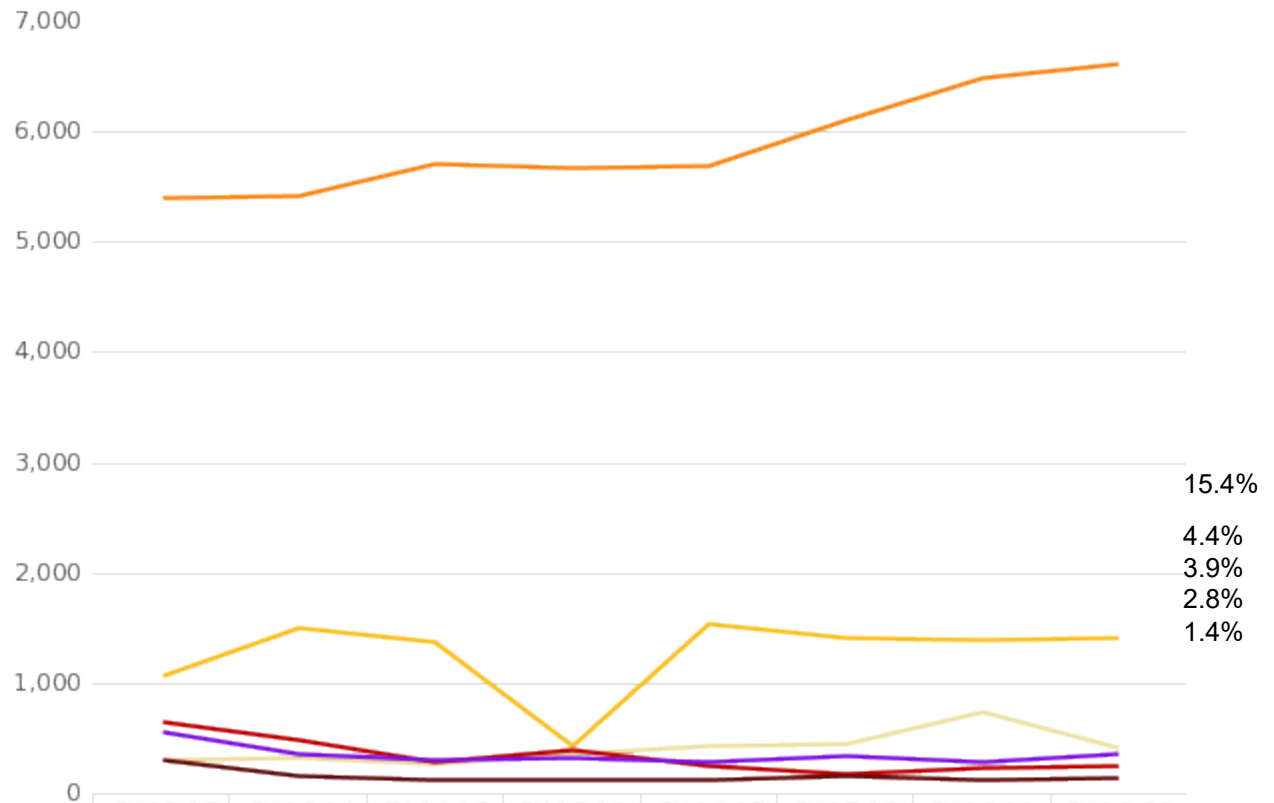


Expense Trends



Expense per Student

72.1%



	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Building Lease / Mortgage / Bond	1,052	1,493	1,370	421	1,526	1,406	1,396	1,410
Building Maintenance and Utilities	305	313	254	359	424	450	738	404

+ What levers for financial success does the school have?

■ Increasing Revenue

- Average daily membership of 557 - Largest lever at approx. \$9.5K per student.
- Parent & Corporate Donations – Not a huge difference maker at an avg. of approx. \$90 per student, but should be a continued focus.

■ Keeping expenses in line

- Personnel is largest expense by far but we want to continue to grow to decrease student/teacher ratio for education excellence and teacher satisfaction
- Facilities- will be decreasing slowly as % of revenue



Capital Assets Overview

- \$1.6M in bank
 - No longer pursuing a foundation
 - Administrative overhead of a foundation not worth the benefit at this time
 - Monitor political climate – claw backs are unprecedented
- Restricted Assets:
 - \$429K Repair & Replacement Fund – next 5 years
 - \$563K 45 Days Cash on Hand – annually
- Unrestricted funds ~ \$600K + \$approx150-200K annually of surplus



Committee Goals 2019/20

- Board members educated on charter school finances
 - All members are comfortable 'reading' and interpreting monthly Financial Statements.
 - Have Nicole do a line-by-line training refresher on charter school finance
- Educate & make Board comfortable with Audit process
- Work with Eric to ensure we end the year with the required surplus amount



Finance Priorities for 2019/20

For Discussion

■ Operational Expense Priorities

- Establish the appropriate model to attract, develop and retain outstanding teachers
- Ensure access to top tier students from diverse demographics through strategic outreach and recruitment, with specific attention to:
 - Income
 - Race
 - 1st Generation College Students
- Establish a plan to provide transportation to attract and retain students who would otherwise not have access to the school
- Develop outstanding internship opportunities at local tech centers

■ Capital Expense Priorities

- Facility expansion including a gym/multiuse facility and outdoor sports fields
- Evaluate Bond Buyback and other financial options to improve operational cash flow

Coversheet

Academic Excellence Update

Section: V. Committee Updates
Item: B. Academic Excellence Update
Purpose: FYI
Submitted by:
Related Material: 2019 Board Retreat - AcEx (20191008), Final.pptx



Research Triangle High School Academic Excellence Committee

October 2019





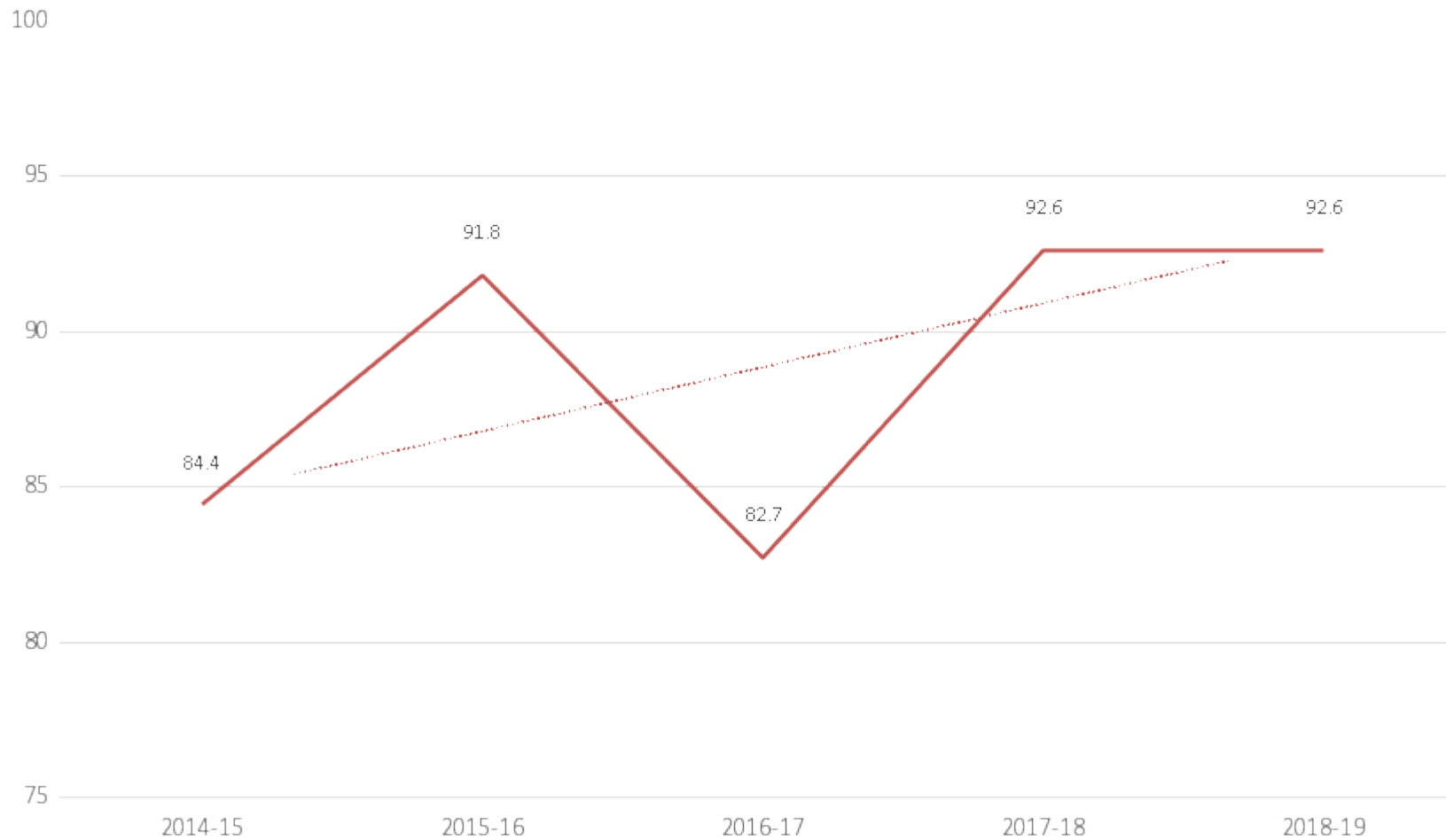
AGENDA

1. Welcome
2. Review of available and newly released data
3. AcEx focus for 2018-19 and retreat



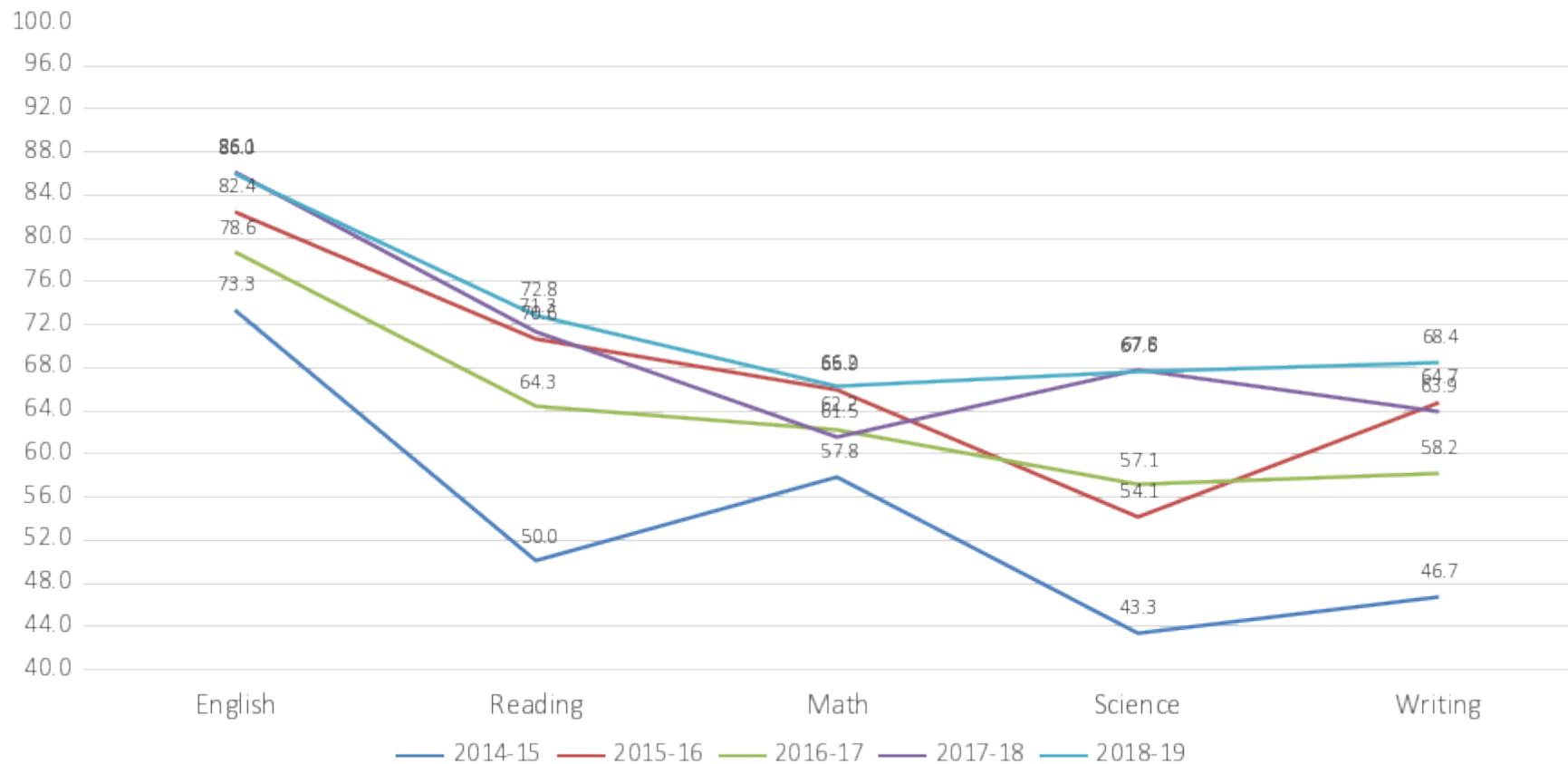


2014-19 ACT Performance, overall





2014-19 ACT Performance, by subject area



	2014-15	2015-16	2016-17	2017-18	2018-19
English	73.3	82.4	78.6	86.1	86.0
Reading	50.0	70.6	64.3	71.3	72.8
Math	57.8	65.9	62.2	61.5	66.2
Science	43.3	54.1	57.1	67.8	67.6
Writing	46.7	64.7	58.2	63.9	68.4





2018-19 ACT Performance, comparison

School	# Tested	% Met all 4 Benchmarks	% Met English Benchmarks	% Met Math Benchmarks	% Met Reading Benchmarks	% Met Science Benchmarks
RTHS	100	51	77	61	64	61
Panther Creek	622	48	80	68	67	59
Green Hope	720	48	77	71	64	57
Chapel Hill	324	46	77	63	67	53
Roxboro Comm School	91	21	70	32	55	35
Lake Norman Charter	195	51	85	75	69	62
North Carolina (all)	109,256	18	46	31	35	25



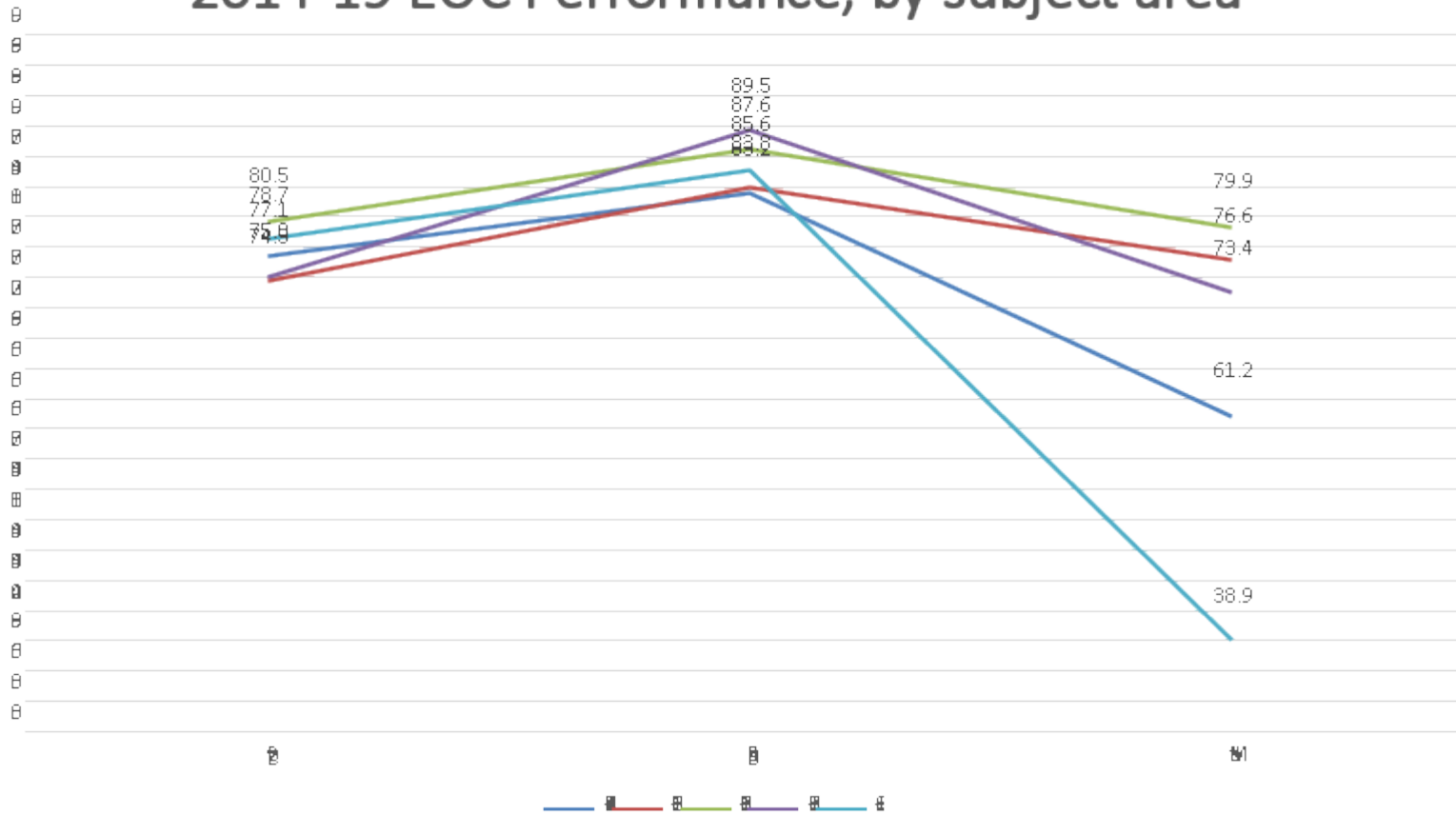
2018-19 AP Participation and Performance, comparison

School	2017		2018		2019	
	Participation Rate	% of Test-Takers Scoring 3 or Higher	Participation Rate	% of Test-Takers Scoring 3 or Higher	Participation Rate	% of Test-Takers Scoring 3 or Higher
RTHS	36.1	77.3	43.1	84.2	45.4	79.9
Panther Creek	46.3	73.2	47.9	76.5	46.5	79.6
Green Hope	39.4	83.5	40.1	87.6	44.3	82.9
Chapel Hill	41.2	85.4	41.8	85.7	44.2	84.5
Roxboro Comm School	31.3	40.6	30.5	39.5	31.2	43.6
Lake Norman Charter	45.3	82.6	41.8	90.7	42.1	82.8
North Carolina	16.2	54.3	16.5	56.2	16.6	56.0





2014-19 EOC Performance, by subject area



	2014-15	2015-16	2016-17	2017-18	2018-19
Biology	77.1	74,5	80.5	75.0	78.7
English II	83.2	83.8	87.6	89.5	85.6
Math I	61.2	76.6	79.9	73.4	38.9





EOC Performance: Percent level 3 and above

Students	Math I	Biology	English II	Math 3
All Students	38.9	78.7	85.6	45.5
Female	44.1	79.7	84.5	44.3
Male	34.2	77.6	86.6	47.1
Asian		94.7	90.0	58.3
Black	20.7	54.3	66.7	33.3
Hispanic	38.5	60.9		45.5
Two or More Races		75.0		
White	68.2	92.9	93.9	46.8
Economically Disadvantaged		50.0		
Students With Disabilities	20	47.1	41.7	





2014-19 School Growth

	2014-15	2015-16	2016-17	2017-18	2018-19
Growth	75.7	78.1	75.9	72.5	73.8





RTHS Measures of Academic Progress (MAP) assessment data

	2019		2020		2021	
	RTHS*	National	RTHS	National	RTHS	National
Math	10.4	4.7	7.7	2.1	1.9	3.1
Reading	7.6	2.1	1.2	1	0.7	1.7
Language	8.5	3.9	5.2	1.7	2.1	2

*Growth is measured in arbitrary units





2018-19 Teachers and Qualifications

School	Total Classroom Teachers	Classroom Teachers with Advanced Degrees	Classroom Teachers with National Board Certification	Teacher Rate
RTHS	34	82.3%	64.7%	4 (11%) 14.7%
Panther Creek	139	100%	33.8%	31 (22%) 6.6%
Green Hope	148	100%	35.1%	34 (23%) 9%
Chapel Hill	93	100%	35.5%	21 (23%) 19.4%
Roxboro Comm School	48	93.8%		
Lake Norman	46	100%	50%	7 (15%)





AcEx Goals and Retreat Discussion Items, 2019-20

1. Student subgroup growth and performance (*data, priorities*)
2. Fluctuation in Math I scores
3. MAP assessment data (*or additional independent measures of growth*)
4. Alumni survey





Next Meetings

Annual Retreat: October 9th, 8:00 AM

Committee: November 12th, 1:00 PM



Coversheet

Development Update

Section: V. Committee Updates
Item: C. Development Update
Purpose: FYI
Submitted by:
Related Material: RTHS Retreat - Development v03a.pptx



2019/20 RTHS Board of Directors' Retreat

DEVELOPMENT COMMITTEE



Agenda:

- Overview of Past Experience & Results
- Current State
- 2019/20 RTHS Development Fund Plan
- Actions for Board of Directors
- Q&A



Overview of Past Experience & Results



Introduction

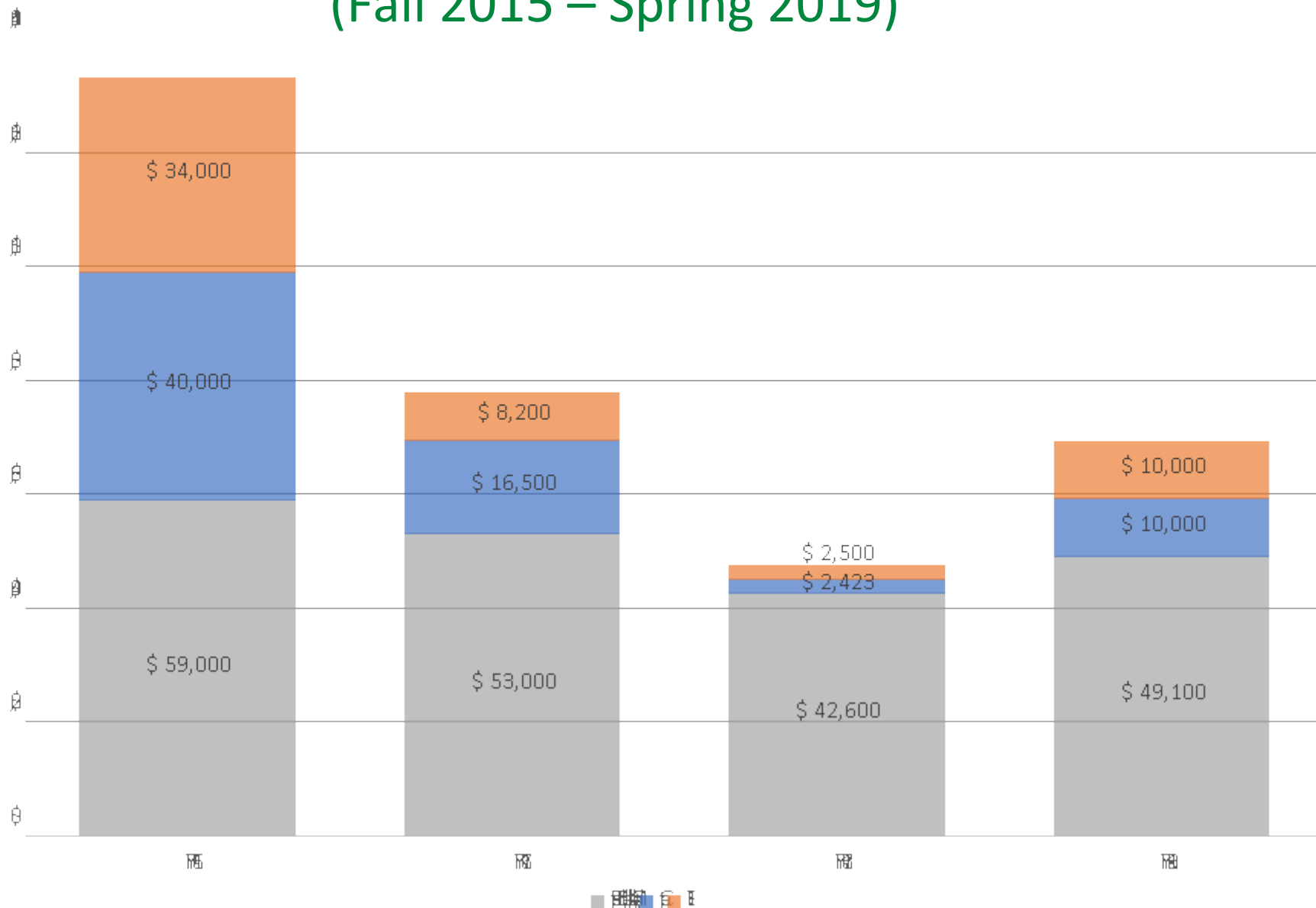
- Annual Giving has not been a key focus
- As a natural evolution of the school, RTHS needs to cultivate and foster an environment of community, and stakeholder ownership & engagement.
- Donations are one way of gauging level of engagement by our stakeholders
- Financial Donations (2018/19 and prior)
 - PARENTS: 146 parents donated last year (~25%). Avg # of 118 donors over past 4 years
 - PTSO: Funds raised via various activities (i.e., selling school lunches, covering Duke concessions, Silent Auctions). PTSO donates a portion of their proceeds to the school
 - STAFF: Lack records of Staff giving prior to 2017 - 3 donated in 2017/18 and 2018/19
 - BOARD: Lack records of Board giving prior to 2017 - 8 donated in 2017/18 and 2 in 2018/19
 - CORPORATE PARTNERS: Giving from corporates over the past 4 years included the following

<input type="checkbox"/> SAS \$25K	<input type="checkbox"/> Syngeta \$15K	<input type="checkbox"/> Credit Suisse \$15K	<input type="checkbox"/> York Properties \$3K	<input type="checkbox"/> Coastal Credit \$0.5K
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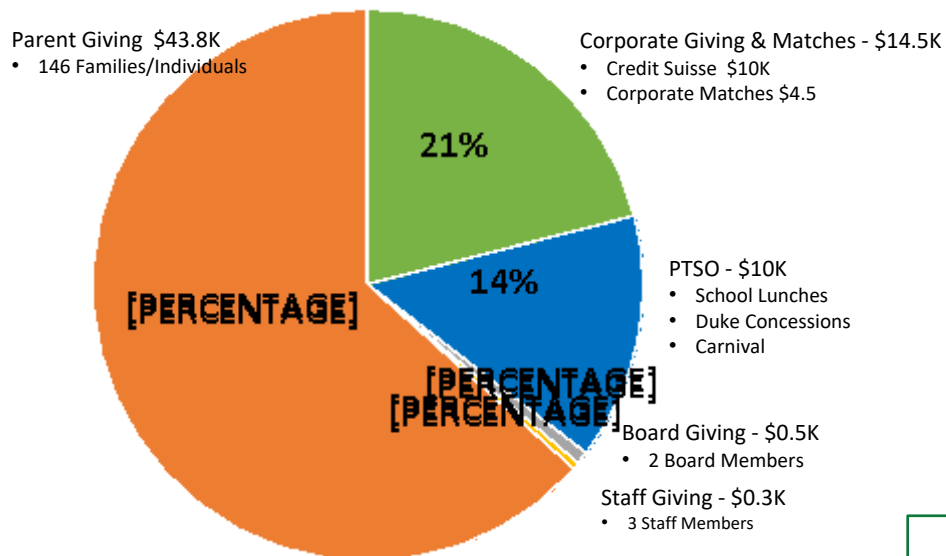
- In-Kind Donations (2018/19 and prior)
 - Inconsistent tracking of in-kind donations from corporations, parents, and other stakeholders.

RTHS Donations & Sources

(Fall 2015 – Spring 2019)



2018/2019 - Total \$69.1K



2017/2018 - Total \$47.5K

Raptor Fund - \$42.6K

- 116 Parents
- 3 Staff
- 6 Board

Corporate - \$2.4K

York Properties: \$1500

Coastal Credit Union: \$500

Amazon Smile: \$423



PTSO - \$2.5K

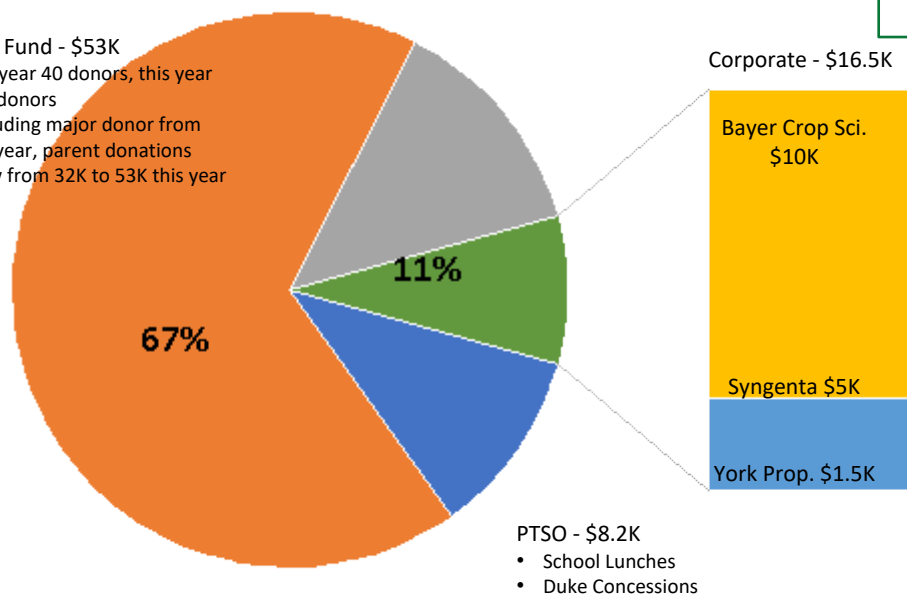
- School Lunches
- Duke Concessions
- Carnival

2015 - 2019 Annual Giving By Source

2016/2017 - Total \$77.7K

Raptor Fund - \$53K

- Last year 40 donors, this year 170 donors
- Excluding major donor from last year, parent donations grew from 32K to 53K this year



2015/2016 - Total \$133K

Raptor Fund - \$59K

- Major Parent Donor - \$25K
- Other Parent Donors - \$20K from approx. 95 Donors
- Matching Corporate Donations - \$14K

Corporate - \$40K

SAS \$25K

Syngenta \$10K

Credit Suisse \$5K

PTSO - \$34K

- Silent Auction
- School Lunches
- Duke Concessions



Challenges

- No staff accountable or with responsibility & experience in Fund Development
- Low Stakeholder engagement levels
- Inconsistent Approach to Fund Development
 - Different RTHS groups engaged in various fundraising activities instead of one unified approach with multiple workstreams
- Lack of expectations placed on Board Members has resulted in limited support

Actions from last 2 Board Retreats

2018/19 Goals

- Annual Fund Raising Event (parents/students involvement). Showcase talent. Companies sponsor event. Raise parent-run event to higher level?
- RTP Rotary Initiative. Annual Event?
- **Development Training for all Board Members**
- "Giving by All Parents"
- **Specify which grants for 2018/19 and future grant strategy**
- **Update Parents & Corporate Partners Database**

2017/18 Goals

- Annual Fund Raising Event (parents/students involvement). Showcase talent. Companies sponsor event. Institutionalize it.
- RTP Rotary Initiative. Annual Event
- **Corporate Outreach**
- "Giving by All Parents"
- ✓ **Painting School Building (Credit Suisse Employee Volunteer Grant)**
 - Girls Coding Club - \$10,000
- ✓ **Hire Staff with Development focus**
 - Ashley Fenoglio hired in 2018/19 school year



Current State

2018/19 Board On Track Assessment

Assessment Overview

Development

LEVEL 1 Basic

LEVEL 2 Emerging

LEVEL 3 Intermediate

LEVEL 4 Advanced

LEVEL 5 Excellent 

	LEVEL 1 Basic	LEVEL 2 Emerging	LEVEL 3 Intermediate	LEVEL 4 Advanced	LEVEL 5 Excellent
Philosophical Alignment		BOARD		CEO	
Strategic Fund Development Plan	BOARD			CEO	
Accountability	BOARD	CEO			
Board Training	BOARD CEO				

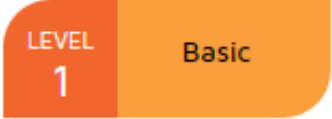
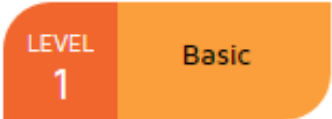

Show Answer key

Assessment Answer Key

Answer key for: Development

Philosophical Alignment	<ul style="list-style-type: none"> • The board and the CEO 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 CEO, 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.

Links to Recommendations from BOT

<p>Development Strategic Fund Development Plan</p>		<p>Keep Your Donors: Building Profitable Relationships That Last Fund Development: Basic Principles and Best Practice Choosing Your Road: Organizational development specialist or just another fundraising technician? Sample Job Description of a Chief Development Officer</p>
<p>Development Accountability</p>		<p>Sample Board Member Agreement Sample Individual Trustee Performance Expectations Sample Guilt-Free Board Member Expectations Sample Job Description for the Full Board How much time should a trustee devote to the board each month? Keep Your Donors: Building Profitable Relationships That Last How and when to evaluate individual trustees? How and when to evaluate the full board? Sample Individual Trustee Appraisal Should all trustees be held to the same standard? What are some tips for holding board members accountable? What should we do with board members who don't do anything?</p>
<p>Development Board Training</p>		<p>Keep Your Donors: Building Profitable Relationships That Last</p>



2019/20 RTHS Development Plan

Overview of Fund Development Plan

- Align Development Plan with RTHS' mission and charter:
 - Mission: "... increase access to a globally competitive STEM education"
 - Our charter also states that we provide access into RTP companies for our students in the form of internships and job shadowing.

- Develop strategic multi-year fund development plan

- Create one cohesive approach to fundraising that's understood by key stakeholders and gain their buy-in





Goal #1: Build Partnerships with RTP Companies

Actions:

1. Update Parents' Employer Roster
2. Establish Target Companies
3. Leverage parents and/or board members to establish connection with targeted organizations
4. Update RTHS Pitchbook (including students' stories)
5. Ask board member and/or parent to present at initial meeting with the Community Outreach team (Cornelius and Ashley)

* What tool is currently in use for capturing & managing stakeholders information (i.e., CRM tool)?



Goal #2: Build Community Amongst Stakeholders

Actions:

1. Hold more volunteer events for families (Raptor Refresh)
2. Continue to work on community building events:
 - Spring Carnival
 - Megalithic Yard Run
 - Breakfast with Mr. Grunden
 - Grade-level events for students and parents
3. Direct Mail Campaign
 - One at the beginning and middle of the year
4. Giving Tuesday Campaign
 - Develop a timed online giving campaign with student stories and other key messaging (e.g., faculty development opportunities)



Goal #3: Fundraising Alignment

Actions:

1. Establish the Raptor Fund as the single fundraising vehicle
 - Currently there are multiple fundraising streams
 - Parents and other stakeholders are confused where to give money/frustrated by all of the different asks from various internal groups
2. Streamline all giving into the Raptor Fund, including:
 - PTSO
 - Athletics Boosters
 - Arts Boosters
3. Establish an internal RTHS grant program
 - Form a school grant committee comprised of faculty, parents, and students to approve the internal grants from the Raptor Fund

* Is the PTSO a legal entity?



Actions for the Board of Directors



How Can The Board Help?

1. Understand & Buy-In to Strategic Multi-Year Development Plan
2. Help connect our Community Outreach team with RTP companies. 2019/20 target companies are:
 - Ubisoft
 - eni
 - NetApp
 - Biogen
 - IQUVIA
 - Becton Dickinson
 - Lenovo
 - BASF
3. Attend community building events
4. Donate to the Raptor Fund



Research Triangle High School

~~2017~~ Expectations for the Board of Directors

Board members are expected to share their time, talents, and/or treasure by committing their time to monthly committees and meetings, making community connections for the school, and supporting giving campaigns with public statements and time. ~~(if not financially.)~~

1. Demonstrate belief in and actively advocate for the values, mission and vision of the school.
2. Work cooperatively with fellow trustees to fulfill obligations of trusteeship articulated in Board job description and in these performance expectations.
3. Act in ways that contribute to the effective operation of the Board of Trustees, including but not limited to: focus on what's good for the school not personal opinions or agendas and support board decisions once made.
4. Prepare for and regularly attend and participate in board meetings.
5. Serve on a committee, prepare for and regularly attend and participate in committee meetings.
- 6. Participate in school activities such as special programs and fund-raising events**
- 7. Reach out to diverse constituencies and help identify and cultivate relationships to support the school as donors, volunteers and advocates.**
8. Use your personal and professional contacts and expertise for the benefit of the school..
- 9. Help raise charitable contributions to support the school.**
10. Inform the Board of any potential conflicts of interest that you may have, whether real or perceived, and abide by the decision of the Board related to this situation.



Q&A

Coversheet

Governance Update

Section: V. Committee Updates
Item: D. Governance Update
Purpose: FYI
Submitted by:
Related Material: Governance_Retreat_Presentation_100919.pptx



Governance Update Board Retreat

October 9, 2019

Governance Committee



- What's worked
 - Successfully recruited and onboarded new board members
 - Reviewed and updated many key documents
 - Board Meetings continue to be rated as well run
 - Successfully navigated difficult personnel issues, supporting the CEO in his actions
- Key Areas of Improvement based on Assessments
 - Board Recruitment
 - Board Savvy CEO

Board Recruitment



Board Recruitment

Recruitment Plan			BOARD	CEO	
Recruitment Process			BOARD	CEO	
Board Recruitment Pipeline		BOARD			CEO
Role of the CEO in Board Recruitment	BOARD CEO				
Orientation			BOARD		CEO

Board Recruitment



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 CEO in Board Recruitment	<ul style="list-style-type: none"> The CEO: <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 CEO.
Orientation	<ul style="list-style-type: none"> New trustees receive an effective orientation.



Board Recruitment Actions

- Use the BOT Terms Function to identify 3 year **recruitment needs**
- Continue non Board Members serving on committees to as possible **Board Pipeline**
- Establish a **Board Pipeline list**: gathered from CSO and Board Members
- Establish a **standard set** of information and **questions** to use with Board Recruits to help ensure a good fit and availability to serve on Board
- **Key Focus Areas:**
 - Board Member Skills
 - Board Composition
- Finalize the **Board Member Orientation** Framework
 - Board on Track Orientation Documents
 - RTHS School Profile
 - Committee Specific Onboarding

Board Savvy CEO



BoardSavvy CEO

	<div style="background-color: #f4a460; padding: 5px; border-radius: 10px;"> LEVEL 1 Basic </div>	<div style="background-color: #4db6ac; padding: 5px; border-radius: 10px;"> LEVEL 2 Emerging </div>	<div style="background-color: #42a5f5; padding: 5px; border-radius: 10px;"> LEVEL 3 Intermediate </div>	<div style="background-color: #3949ab; padding: 5px; border-radius: 10px;"> LEVEL 4 Advanced </div>	<div style="background-color: #43a047; padding: 5px; border-radius: 10px;"> LEVEL 5 Excellent </div>
Governance Knowledge	BOARD	CEO			
Governance Prioritized	BOARD CEO				
Board Education				BOARD	CEO
Setting Strategic Direction	CEO				BOARD
Communication		CEO			BOARD
Succession Planning	BOARD CEO				

Board Savvy CEO

Answer key for: BoardSavvy CEO

<p>Governance Knowledge</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <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 CEO: <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 CEO 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 CEO: <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 CEO: <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 CEO: <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 CEO: <ul style="list-style-type: none"> ◦ 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 ◦ Annually discusses long-term succession plan for the organization with the board





Board Savvy CEO Actions

- **Partner** with CEO to focus on CEO Awareness and involvement in Governance
- **Partner** with CEO to ensure Board supports CEO's Strategic Plan
- **Formalize** a **Short-Term** and **Long-Term** CEO Succession Plan