



Charter High School

Board Meeting

Published on November 11, 2024 at 2:25 PM EST

Date and Time

Sunday November 10, 2024 at 3:00 PM EST

Location

Library

Agenda

	Purpose	Presenter	Time
I. Opening Items			3:00 PM
A. Call the Meeting to Order			
B. Approve Minutes	Approve Minutes	Brian H & Yuna S	1 m
	Approve minutes for Board Meeting on September 3, 2024		
C. Record Attendance			1 m
II. Development			3:02 PM
A. Report	Discuss	Gina Fafard	15 m
III. Facility			

	Purpose	Presenter	Time
IV. CEO Support And Eval			
A. Add in report	Vote		
V. Finance			
VI. Governance			
VII. Other Business			
VIII. Closing Items			
A. Adjourn Meeting	Vote		

Coversheet

Call the Meeting to Order

Section:	I. Opening Items
Item:	A. Call the Meeting to Order
Purpose:	FYI
Submitted by:	
Related Material:	FY23-24 evaluation Survey - report group.pdf

Report

FY23-24 evaluation Survey

Start Date: May 10, 2024


Close date: August 08, 2024


Subject: Michelle Brittain-Watts


Legend

- BOARD

— Average for all board members
- STAFF







— Average for everyone with one of the roles: STAFF, NBM_COMMITTEE, ADMIN_ASSISTANT
- 

— Michelle Brittain-Watts
- 

— One person
- 

— Me


Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates Integrity					<div>BOARD</div> <div></div>	6%
Cultivates a Culture of Excellence					<div>BOARD</div> <div></div>	
Drives Academic Excellence and Student Performance			<div></div>	<div>BOARD</div>		6%
Leads the Educational Program				<div>BOARD</div> <div></div>		
Develops and Leads Staff					<div>BOARD</div> <div></div>	13%
Manages Organizational Compliance and Administration					<div>BOARD</div> <div></div>	

 Back





	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Builds and Maintains Family Satisfaction					BOARD 	
Manages Financial Performance					BOARD 	
Actively Promotes the Organization and Ensures Adequate Resources				BOARD 		
Ensures Adequate Facilities					BOARD 	
Partners with the Board				BOARD 		
Engages the Community					BOARD	
Overall Leadership and Performance					BOARD 	

Interaction

	I am the person being evaluated	Hardly ever	Once or twice a quarter	Once or twice a month	Once or twice a week	Daily
How often do you interact with the person being evaluated?				BOARD		

Core Competencies

This section is for evaluating the CEO's demonstration of core competencies that have been directly linked to successful charter schools. Please provide comments with examples for as many competencies as possible with suggestions on what he/she could start, stop or continue doing more of to be the most effective leader possible.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Deals with others in a straightforward, honest, and ethical manner.					BOARD 	
Behaves in a way that supports the organization's mission, vision and values.					BOARD 	
Admits mistakes and takes timely corrective action.					BOARD 	
Treats others with dignity and respect.					BOARD 	




Comments or examples that support your responses above.

Subject _____



I values being fair, honest, and transparent with staff and holds them accountable for their work. I believe in consistent systems and structures to support the mission and vision of Edison.

Cultivates a Culture of Excellence *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.					BOARD 	
Makes the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.					BOARD 	
Demonstrates commitment to competent communications and conflict resolution.					BOARD 	

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.					<div>BOARD</div> <div></div>	

Comments or examples that support your responses above.

Subject _____



Educational organizations require more than just one person to lead effectively. To promote collaboration and excellence, it is important to identify leadership potential in each team member. Everyone's unique talents should be showcased to create a culture of cooperation and respect, resulting in a unified approach to achieving student goals.

Drives Academic Excellence and Student Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
All students demonstrate levels of mastery, which exceed grade-level standards.		<div></div>	<div>BOARD</div>			
The organization creates, maintains and regularly revises systems and processes to drive student achievement.				<div>BOARD</div> <div></div>		
The organization has met or exceeded agreed upon goals set for increasing student performance.			<div>BOARD</div> <div></div>			
The organization is on track to outperform other public schools in our community.			<div></div>	<div>BOARD</div>		

Comments or examples that support your responses above.

Subject _____









Edison students' proficiency and growth are not satisfactory despite the arts integration model. The school is currently working on assessing the learning outcomes and identifying areas for improvement. Although there is progress, there is still a long way to go to surpass other schools.

Role-Specific Competencies

This section is for evaluating the CEO's key competencies in leading, directing, and managing your organization. Please provide comments with examples for as many competencies as possible. Consider suggestions on what your CEO could start, stop, or continue doing to be the most effective leader possible.

Leads the Educational Program *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.				BOARD		
Ensures that the organization uses performance data to drive decision-making and curricular decisions.					BOARD 	
Ensures there is a standards-based curriculum. The curriculum includes scope and sequences for all subjects taught at every existing and expected grade level, and it exceeds national academic standards.					BOARD	
Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.				BOARD		

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.						









Comments or examples that support your responses above.

Subject



In order to achieve sustainable student success, it is important to incorporate equitable practices and establish a community based on relational trust and collective commitment to the mission of Edison. These values are being integrated into daily operations.

Develops and Leads Staff *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Attracts and selects high performing staff and leadership.					 	
Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.						
Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.					 	
Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at the school to others.						

Subject _____



The school is actively working on recruiting and retaining a culturally diverse staff to support higher student achievement levels. They are focusing on building high-trust relationships to support teacher retention, allowing students to benefit from meaningful and productive relationships with their teachers.

Manages Organizational Compliance and Administration *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures that the organization meets and is in compliance with all local, state and federal laws and mandates.					<div>BOARD</div> <div></div>	
Oversees development and proper functioning of an enrollment and admission process.				<div></div>	<div>BOARD</div> <div></div>	
Provides for the overall safety and well being of students and staff.					<div>BOARD</div> <div></div>	
Ensures organization is administered well with efficient investment of staff time and other resources.					<div>BOARD</div> <div></div>	

Comments or examples that support your responses above.

Subject _____



I have a clear understanding of the processes involved in this position. I use proactive measures to make high-impact decisions for the benefit of their organization, including ensuring compliance, proper reporting, and resource allocation to improve academic outcomes for students.

Builds and Maintains Family Satisfaction *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures organization has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.					<div>BOARD</div> <div></div>	
Provides indication of a high level of parent satisfaction with the organization as evidenced by quantitative data and low student attrition rates.				<div>BOARD</div> <div></div>		
Listens and responds respectfully to the range of concerns expressed by parents and families.					<div>BOARD</div> <div></div>	

Comments or examples that support your responses above.

Subject



The school has hired a Parent Involvement Educator to improve communication between parents and the school. To strengthen school-family relationships, classroom and building newsletters are being used as a relational communication strategy. Monthly parent meetings are another means of establishing open lines of communication with parents.

Manages Financial Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Understands and provides leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.					<div>BOARD</div> <div></div>	
Determines the current and future financial resources needed to realize the organization's mission.				<div>BOARD</div> <div></div>		





Strongly
Disagree

Disagree

Neutral

Agree

Strongly
AgreeI Don't
Know

Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.					 	
Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.						









Comments or examples that support your responses above.

Subject _____



Managing innovation schools' fiduciary responsibility involves a complex web of budgeting techniques, accounting procedures, and oversight mechanisms. To streamline this process, I recommended using an educational plan as the core for budget development, while ensuring efficient accounting procedures to guide decision making. Monthly finance committee meetings serve as a checks and balances procedure to oversee fiscal operations and allows for deeper conversations about strategic planning.

Actively Promotes the Organization and Ensures Adequate Resources *









	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Partners with the board to develop effective public relations, marketing and fundraising plans.						
Coordinates efforts of the Board and its Development Committee to implement a board-approved fundraising plan.				 		
Creates partnerships with community organizations and businesses.						
Pursues and secures philanthropic support that directly supports the mission and vision of the organization. ↑						

Subject _____



As an identified area of improvement, deeper conversations with the Board are required to clearly articulate the long-term vision for Edison.

Ensures Adequate Facilities *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Oversees necessary facilities planning and makes recommendations to the Board.						
Assures the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.					 	
Ensures the physical environment reflects the organization's mission and values as well as enhances learning.					 	
The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.					 	









Comments or examples that support your responses above.

Subject _____



Facilities are adequate, are well maintained, and are age appropriate.

Partners with the Board *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Acts as liaison to ensure an effective flow of critical information between the board and the organization's senior staff, teachers and students.						
Helps to facilitate the board's governance, composition and committee structure. Implements board policies, and recommends policies for board consideration.					 	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.						
With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.						



Comments or examples that support your responses above.









Subject _____



This area is currently under development.

Engages the Community *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Serves as chief spokesperson for the organization, in coordination with the Board Chair.					 	

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Listens and responds respectfully to the range of concerns expressed by various constituents.					 	
Develops and maintains effective external relationships that support the organization's performance and fundraising success.						
Maintains communication with local and state officials.						
Builds strong relationships with relevant community organizations.					 	





Comments or examples that support your responses above.

Subject _____



We recently hired the Director of Enrollment and Community Engagement to support telling Edison's story and establishing meaningful partnerships that align with our student achievement and school goals.

Overall Leadership and Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Leads the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.					 	
Takes responsibility for the success or failure of the organization. Provides vision and leadership by example.						

Strongly
Disagree

Disagree

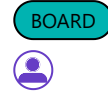
Neutral

Agree

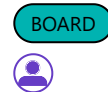
Strongly
Agree

I Don't
Know

Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.



Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.



Comments or examples that support your responses above.

Subject



The CEO is focused on establishing trust through clear communication and setting expectations. Additionally, I am working on identifying high-leverage strategies to improve the system alignment within the school.

Additional information

What are the CEO's most significant accomplishments and/or strengths demonstrated this year? *

Subject



Since January 2024, efforts have been made to diversify and maintain faculty and staff who reflect the school community's ethnic, racial, and cultural composition. The accountability system has been established to achieve the vision of the arts integration model, motivating staff, students, and parents through leadership and motivation strategies.

What are the top three things the CEO should do next year to move the organization forward? *



1. Proceed with planning and implementation procedures that will create viable strategies and encourage ownership among teachers, students, board members, and other stakeholders. The success of implementation relies heavily on this ownership.
2. Continue strategic planning focused on addressing issues and generating significant innovation and change to support the arts integration model.
3. Provide supports and professional development opportunities that promote equitable and culturally responsive instruction, including access to resources for staff to understand and celebrate the cultural backgrounds of students and other members of the school community.

List any key challenges in the year ahead, for the CEO and/or for the organization: *

Subject



1. Onboarding new staff and allocating resources to support their understanding of the art integration model.
2. Staff retention- support teachers with viable instructional coaching to impact instruction and student outcomes.
3. Maintaining consistency and accountability for organizational structures, systems and processes with staff.
4. Evaluating current curricular resources for effectiveness, alignment with standards, rigor and cultural relevance.

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	B. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board Meeting on September 3, 2024

APPROVED



Charter High School

Minutes

Board Meeting

Date and Time

Tuesday September 3, 2024 at 5:00 PM

Location

Library

Directors Present

Brianna Stuczynski, Gina Fafard, Jamie Osgoodby (remote), Leo Ing, Leo Inguaggiato, Leo Inguaggiato, Mike Mizzoni, Nick Henne, Omar Leung, Ryan Wood, Sam Falk, Yuna Shin

Directors Absent

None

Guests Present

Paul Simon

I. Opening Items

A. Call the Meeting to Order

Yuna Shin called a meeting of the board of directors of Charter High School to order on Tuesday Sep 3, 2024 at 5:00 PM.

B. Record Attendance

C. Approve Minutes

II. Development

A. Report

Yuna presented report
Sam Falk made a motion to Approve report.
Gina Fafard seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

Yuna Shin	Aye
Ryan Wood	Aye
Jamie Osgoodby	Aye
Leo Ing	Aye
Omar Leung	Aye
Nick Henne	Aye
Gina Fafard	Aye
Leo Inguaggiato	Aye
Sam Falk	Aye
Mike Mizzoni	Aye
Brianna Stuczynski	Aye
Leo Inguaggiato	Aye

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:00 PM.

Respectfully Submitted,
Leo Ing

Coversheet

Report

Section:	II. Development
Item:	A. Report
Purpose:	Discuss
Submitted by:	
Related Material:	Midyear Eval Survey Questions.pdf Sample Questions on The CEO Evaluation.pdf



FY23-24 evaluation Survey

What do you think the Executive Director is doing exceptionally well so far this year?

B

I

The Executive Director were going to work on one or two things for the coming three months, what would you want them to be?

B

I

Of the goals set for the Executive Director at the beginning of the year, which ones do you feel confident he or she will achieve?

B

I

Of the goals set for the Executive Director at the beginning of the year, which ones are you most worried about them achieving?

B

I

What, if any, steps can you see the Executive Director must take to achieve the goals are you concerned most about?

B

I

Is there anything from any of the data on organizational performance (academic, school culture, family satisfaction, staff satisfaction, or financial) that surprise or concern you? If so, what was it and what do you see as being the key steps the Executive Director should take to address the issue?

B

I



What, if anything, do you see that the board could be doing to better support the Executive Director in achieving the goals set for the year?

B

I

Other feedback and commentary.

B

I



Purpose of The CEO Evaluation

It is the board's responsibility to hire, manage, and support the CEO of the School, and the annual evaluation serves as an important tool in meeting that responsibility.

The main purposes of the evaluation are twofold: one, to provide explicit feedback from staff and board to the CEO on his performance, to help the CEO recognize both strengths and areas for improvement, and two, to inform the full board in a comprehensive way on how the CEO is performing.

Methodology

The evaluation tool in BoardOnTrack is based on the competencies listed in the National PSEL Standards for Educational Leaders. The survey is customizable, so institutional-specific goals may be added. The full board and the CEO's direct reports will be asked to complete an online, anonymous survey using the BoardOnTrack CEO Evaluation tool. In addition, the CEO will complete a self-evaluation, and upload any documentation or performance data they would like the board to view, concerning their performance.

Section I: CORE COMPETENCIES

This section is for evaluating the CEO's demonstration of core competencies that have been directly linked to successful charter schools.

Demonstrates Integrity

1. Deals with others in a straightforward, honest, and ethical manner.
2. Behaves in a way that supports the organization's mission, vision, and values.
3. Admits mistakes and takes timely corrective action.
4. Treats others with dignity and respect.

Cultivates a Culture of Excellence

1. Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.
2. Makes the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.
3. Demonstrates commitment to competent communications and conflict resolution.
4. Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.



Drives Academic Excellence/Student Performance

1. All students demonstrate levels of mastery, which exceed grade-level standards.
2. The organization creates, maintains and regularly revises systems and processes to drive student achievement.
3. The organization has met or exceeded agreed-upon goals set for increasing student performance.
4. The organization is on track to outperform other public schools in our community.

Section II: ROLE-SPECIFIC COMPETENCIES

This section is for evaluating the CEO's role-specific competencies, which are based on those related to leading, directing, and managing a charter school or charter school organization.

Leads The Educational Program

1. Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.
2. Ensures that the organization uses performance data to drive decision-making and curricular decisions.
3. Ensures there is a standards-based curriculum complete with scope and sequences for all subjects taught at every existing and expected grade level that exceeds national academic standards.
4. Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.
5. The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program

Develops And Leads Staff

1. Recruitment – Attracts and selects high performing staff and leadership.
2. Staff culture – Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.
3. Professional Development – Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.
4. Staff Retention – Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at the school to others.



Manages Organizational Compliance and Administration

1. Ensure that the organization meets and is in compliance with all local, state, and federal laws and mandates.
2. Oversees development and proper functioning of an enrollment and admission process.
3. Provides for the overall safety and well-being of students and staff.
4. Ensures organization is administered well with efficient investment of staff time and other resources.

Builds And Maintains Family Satisfaction

1. Ensures the organization has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.
2. Provides indication of a high level of parent satisfaction with the organization as evidenced by quantitative data and low student attrition rates.
3. Listens and responds respectfully to the range of concerns expressed by parents and families.

Manages Financial Performance

1. Understands and provides leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.
2. Determines the current and future financial resources needed to realize the organization's mission.
3. Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.
4. Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.

Actively Promotes the Organization And Ensures Adequate Resources

1. Partners with the Board to develop effective public relations, marketing, and fundraising plans.
2. Coordinates efforts of the Board and its Development Committee to implement a board-approved fundraising plan.
3. Creates partnerships with community organizations and businesses.
4. Pursues and secures philanthropic support that directly supports the mission and vision of the organization.



Ensures Adequate Facilities

1. Oversees necessary facilities planning and makes recommendations to the Board.
2. Assures the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.
3. Ensures the physical environment reflects the organization's mission and values as well as enhances learning.
4. The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.

Partners With the Board

1. Acts as liaison to ensure an effective flow of critical information between the Board and the organization's senior staff, teachers, and students.
2. Helps to facilitate the Board's governance, composition, and committee structure. Implements Board policies and recommends policies for Board consideration.
3. Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.
4. With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.

Engages The Community

1. Serves as chief spokesperson for the organization, in coordination with the Board Chair.
2. Listens and responds respectfully to the range of concerns expressed by various constituents.
3. Develops and maintains effective external relationships that support the organization's performance and fundraising success.
4. Maintains communication with city and state officials.
5. Builds strong relationships with relevant community organizations.

Overall Leadership and Performance

1. Responsible for leading the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.



2. Responsible for the success or failure of the organization. Provides vision and leadership by example.
3. Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.
4. Oversees the well-being of the entire organization by fostering positive and productive relationships across the organization and community.

Closing Questions (Open-ended responses)

1. What are the CEO's most significant accomplishments and/or strengths demonstrated this year?
2. What are the top three things the CEO should do next year to move the organization forward?
3. List any key challenges in the year ahead for the CEO and/or for the organization.