

August 25, 2021

Amani Public Charter School Board Retreat

Board roles and responsibilities, assessment debrief, and goal-setting



Quick Introductions

Thank you for having me!



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What We're Going to Cover

- Quick refresher on board responsibilities
- Debrief the board self-assessment
- Best practices and process for setting annual board goals

Board Roles & Responsibilities

Quick refresher on your main duties as board members

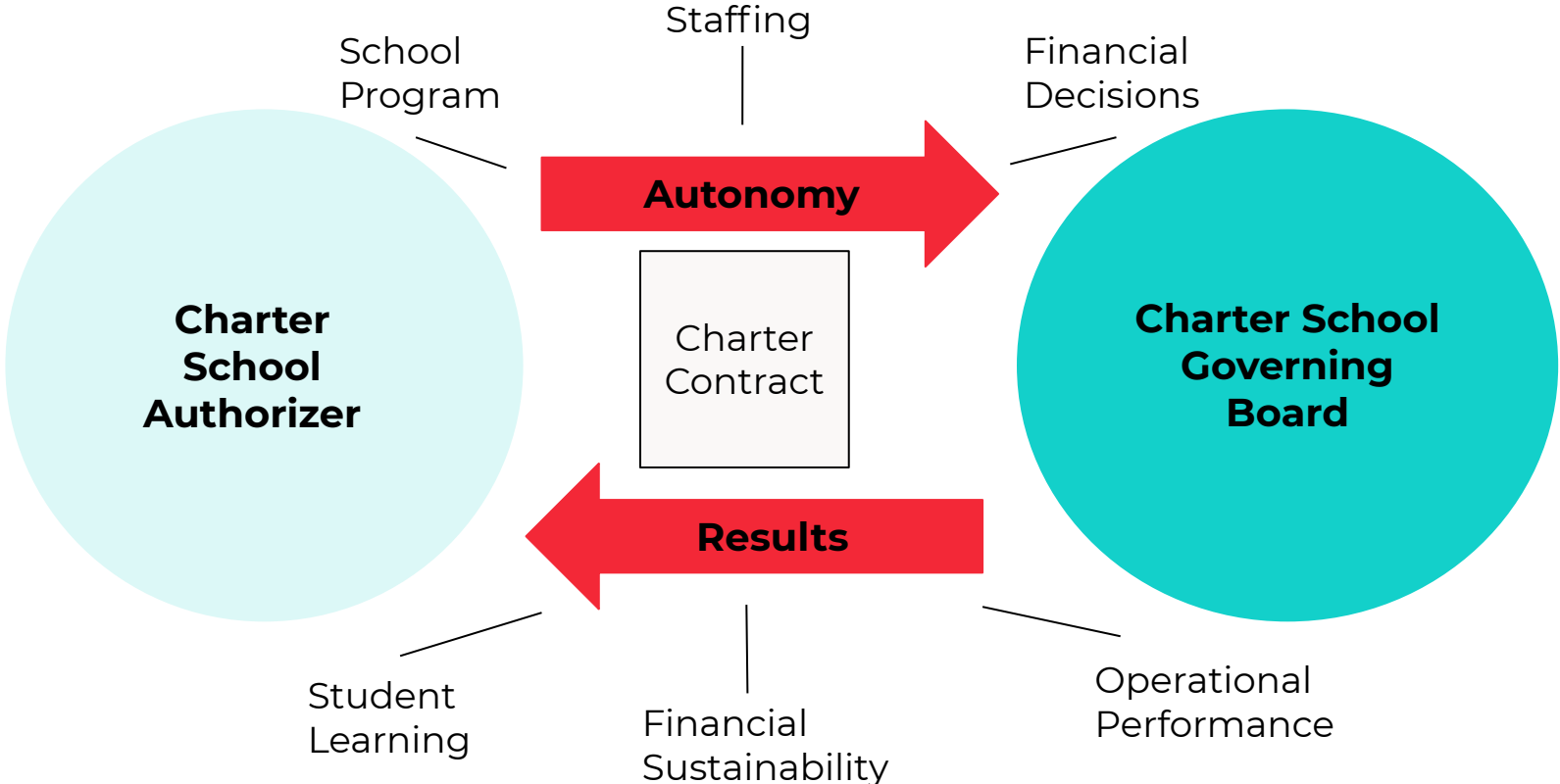
What is a Charter School Board?

Your charter school board is more than **just** a group of well-meaning volunteers.

Rather...

It's a highly effective team, strategically assembled, to bring the skills, expertise, time and temperament to govern a multimillion-dollar public enterprise.

Great Schools are Held to Great Expectations



Board Fiduciary Duties

Duty of Care

- Act in good faith
- Act reasonably, competently, and prudently

Duty of Loyalty

- Put interest(s) of institution above all else
- Do not act from self interest; no self-dealing
- Conflict of loyalty

Duty of Obedience

- Obey all requirements that are an authority to the board's authority (Federal, State, Authorizer, Bylaws)

Primary Roles of a Charter School Board

- Keep the mission central to all decision-making
- Select, support, and evaluate the CEO
- Maintain a high bar for academic excellence
- Ensure effective organizational planning
- Advocate for and enhance the school's public standing
- Ensure adequate resources for the school
- Ensure resources are managed effectively

Primary Roles (continued)

- Ensure transparency, accountability, and compliance with legal, and ethical guidelines
- Recruit diverse board members who bring valuable expertise, perspective, resources, and time to give
- Continually educate and train its members
- Maintain a viable succession plan for the board and CEO

Individual Role in Accountability

- Showing Up is Key
 - ◆ Attend planning sessions
 - ◆ Be prepared for discussion
- Understand charter contract and performance measures
 - ◆ ...and your methodology for success
- Engage in work outside of board meetings
 - ◆ Committee Meetings
 - ◆ Renewal Meetings
- **Ask Tough Questions (Why? Why? Why?)**

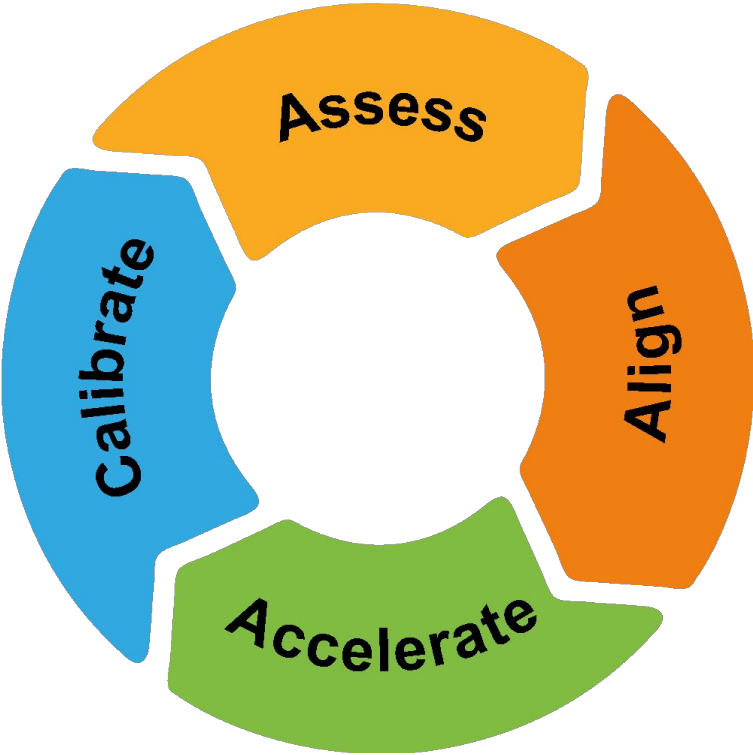
Board Assessment Debrief

Unpack the data, review key take-aways, and discussion

Assessment Overview

- Annual board self-assessment is a best practice
- Data-driven way to identify strengths and areas for growth
- Includes 10 assessments, and an individual appraisal
- Overall score, so you can chart progress year-over-year.

Continuous Improvement Loop



What's Being Assessed

Assessments measure the board's capabilities in the following areas:

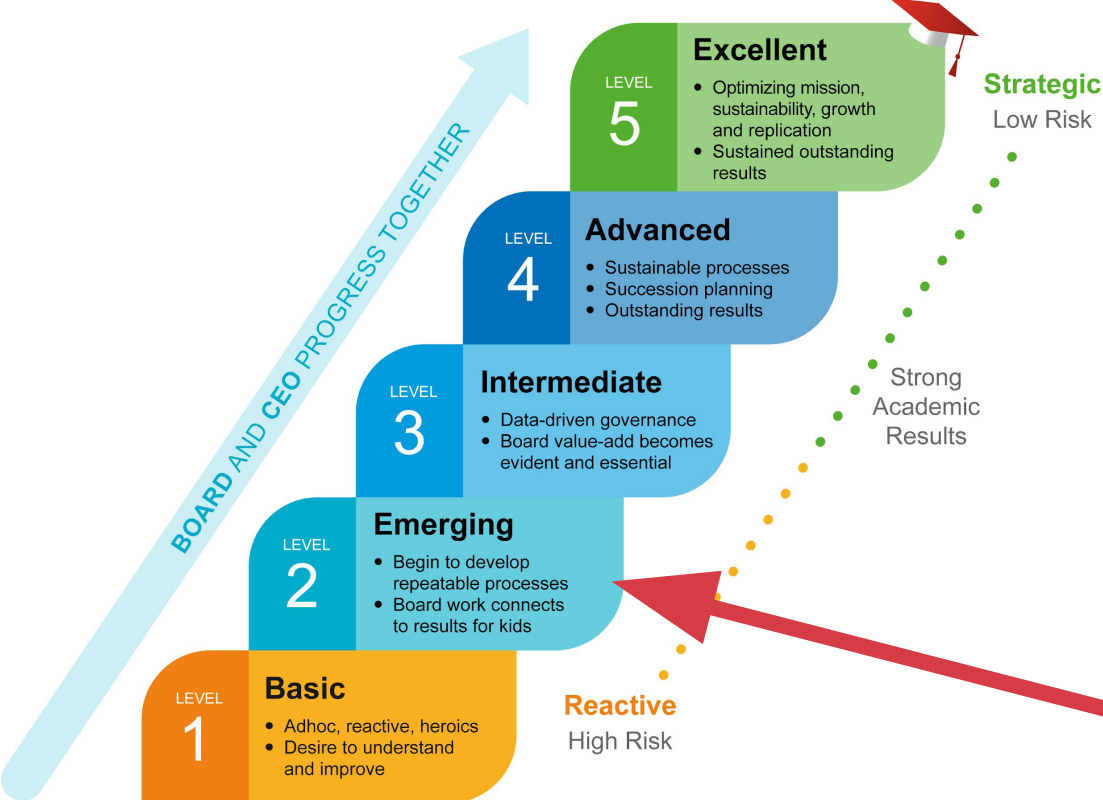
- Board Meetings
- Board Composition
- Board Structure
- Board Recruitment
- Board Goals & Accountability
- Academic Oversight
- Financial Oversight
- Development
- BoardSavvy CEO
- CEO Support & Evaluation

+ Individual Trustee Appraisal

How we Think about the Data

- High and low scores
 - ◆ For overall sections, e.g., Finance
 - ◆ And individual sub-sections, e.g., Annual Audit/990
- Misalignment between the board and CEO
- Misalignment on the board
 - ◆ All over the map
 - ◆ Clustered at the extremes
- Participation

The BoardOnTrack Path to Excellence



Key Takeaways:

- Board is more critical of itself than the ED
- Clear strengths:
 - ◆ Academic Oversight (clarity of vision, roadmap)
 - ◆ Partnership with the ED
- Areas for Growth:
 - ◆ Board Goals and Accountability
 - ◆ Finance (policies, reporting)
 - ◆ Development (philosophical alignment and board training)
 - ◆ ED Support and Evaluation

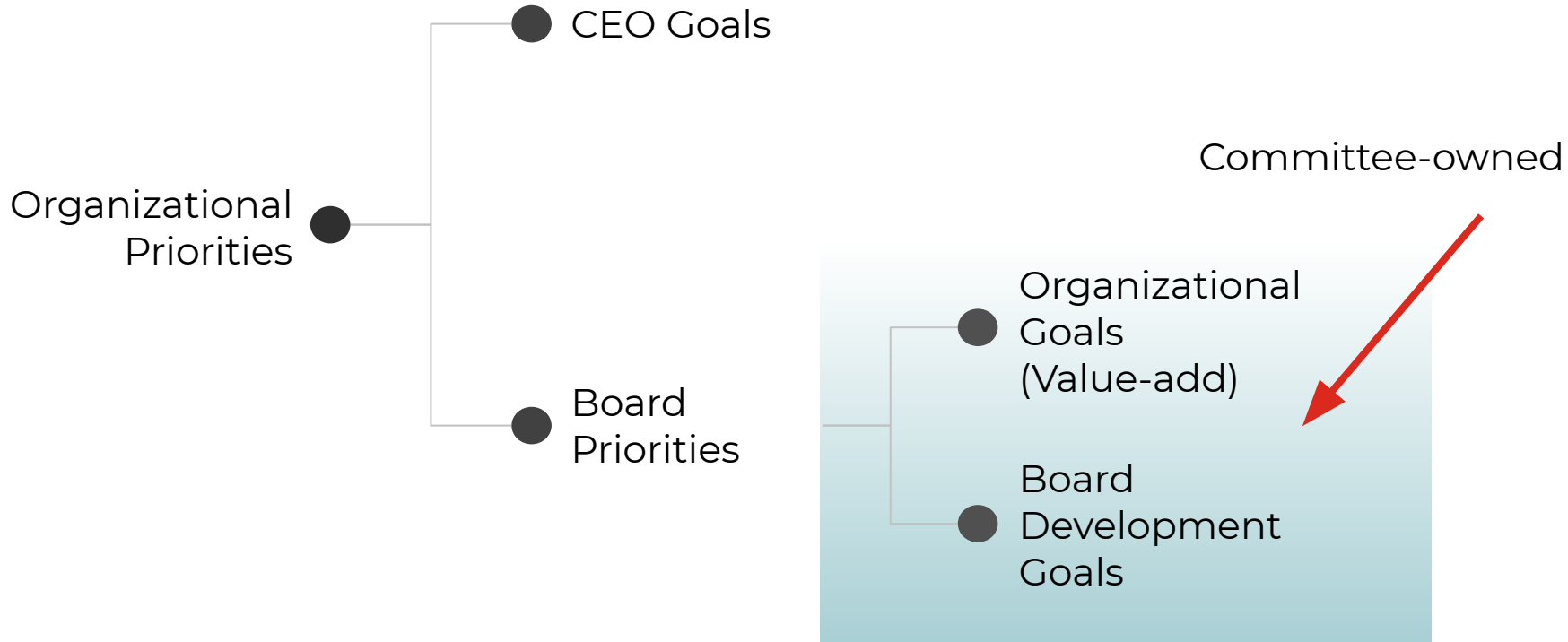
Questions and Closing Thoughts

- Lots to celebrate and reflect on
- Themes: systems, sustainability, and accountability
- How will you use this information to determine your priorities for next year?

Board Goal-setting

Initial framing and step-by-step process

Board Goals: At-a-Glance



For Example

Organizational Priority	CEO Goal(s)	Board Goal(s)
Student Enrollment	All grades are fully enrolled for SY21-22 By 8/1/21, 100% of enrollment targets met or exceeded 80% student retention in grade 9 and 85% retention in grade 10	During Round 1 enrollment, each board member owns one prospective student list During Q3 and 4, each board member attends at least one open house
Student engagement and satisfaction	All students feel safe and supported at school Based on the XYZ Survey, 100% of students report that they have an adult at school who cares about them Overall, 90% of students report that they are <i>satisfied</i> or <i>very satisfied</i>	At least 75% of board members serve as mentors via the school apprenticeship program 100% of board members attend both fall and spring student exhibition nights

Step 1: Establish the Organizational Priorities

Agree on where you're headed

- What are the most important things our organization needs to get done this year?
- What do we need to do to meet and exceed our charter promises?

Step 2:

Determine the Board's Priorities

What are the most important things the board will do this year?

- How is the board going to add value to the organization?
- What do we need to do to maintain and improve our effectiveness as a board?

Step 3:

Structure Your Board for Success

What does our board need to do for this to become reality?

- Form committees to cover each key area of governance work
- Recruit board members for strategic skill sets
- Assign trustees to committees strategically

Step 4:

Draft Goals at the Committee Level

Each of the board priorities is assigned to the respective committee to:

- Organize priorities into a realistic plan
- Translate into SMART goals
- Develop project plans that include specific tasks and deadlines for individual committee members

Step 5:

Discuss and Approve Goals

Your board as a whole should discuss and approve its goals. Keep in mind:

- Your CEO (or designee) should have time to participate in the committee-level goal-setting process
- Check for interdependencies and talk about how you will coordinate efforts
- The full board approves the committee-level goals for the year

Step 6: Hold Each Other Accountable

Setting the goals is only the first step. The point is to achieve them.

- Hold each other accountable
- Use BoardOnTrack to track committee goals and individual tasks assignments
- Review your stats at every board meeting

Questions?

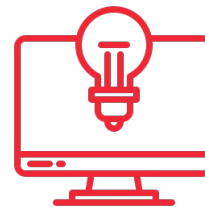
We're here to help.



Schedule a call with your
Governance Coach.



Chat with us live
in BoardOnTrack.



Learn with on-demand
resources and webinars.