

## Developing Board Goals

Every charter school board should have a clear set of board-level goals that articulate how the board will add value to the organization on an annual basis.

These goals should be well aligned with the CEO's goals—complementing the work of the CEO and the staff of the organization, not duplicating.

If done correctly the creation of board goals will clearly articulate the governance responsibilities in key areas as distinct from the key management responsibilities.

Attached you will find:

1. A goals template
2. The goals template completed for the key areas of governance, finance, development and academic excellence.

### Best practice tips:

- **Overarching long-term goal** – at a minimum the board should create a set of annual goals. Most organizations do find it helpful to also sketch a longer-term goal that serves as a backdrop for the annual goals. The long-term goal helps answer the question, “If we do all this hard work as a board/or a committee this year, what is it ultimately building towards?” Having a long-term goal as a backdrop can help bring focus to the annual priorities.
- **Board Goals** – in BoardOnTrack lexicon each committee sets goals and collectively these committee goals equal the board's goals.
- **CEO Goals** – The CEO should create their own goals – the committees or the full board should not do this for them. The CEO should seek committee input on their goals, work to calibrate their work with that of the committee, and ultimately the CEO should have the board approve their goals annually.
- **Goals should be S.M.A.R.T (see below)**

# Writing Smart Goals

## Specific

A well-written goal is clear and specific, not general and vague. It describes specifically what is to be achieved and is not open to guesswork. It states simply and clearly what is to be attained, how much and by when. A good goal indicates the results to be achieved, not a set of activities to engage in.

## Measurable

A well-written goal specifies criteria for evaluating its accomplishment (quantity, quality, timeliness, impact on others, etc.). The organization can judge their progress toward goal attainment through the measures.

## Achievable

A well-written goal is attainable, and at the same time, challenging and aggressive. A goal should be realistic, but should also provide a stretch for the organization.

## Results-focused

A well-written goal must focus on results to be achieved. The organization must be able to see that attainment of the goal has a positive impact on the organizational development. The goal must address productivity, quality, and customer service or team effectiveness.

## Time-framed

A well written goal specifies the time frames in which it is to be achieved, as well as benchmarks along the way that indicate progress toward achieving the results.

## Board Goals Template

Overarching Long-term goal (3 years)

Board Annual Goal

CEO Annual Goal

### Board Committee Action Plan Goal #1:

Key Actions	Due Date
1.	
2.	
3.	
4.	
5.	

### Board Committee Action Plan Goal #2:

Key Actions	Due Date
1.	
2.	
3.	
4.	
5.	

# SAMPLE BOARD GOALS

## DEVELOPMENT Committee

### Overarching 3-Year Goal:

By June 2018 the organization will have developed strong fundraising capabilities as evidenced by a diversified funding base and sustainable fundraising systems.

### Board Annual Development Goals

By June 2015

1. There will be 100% board giving to the best of personal ability – totaling a minimum of \$10,000.
2. In partnership with the CEO, create a strategic 3-year fund development plan.
3. Board members will raise \$50,000 from corporations.
4. Board members will raise \$30,000 from individuals.
5. Board members will Identify and begin to cultivate a minimum of 15 \$1,000 + individuals.

### CEO Annual Development Goals

1. Draft a strategic 3-year fund development plan, for discussion with the development committee, and approval by the full board by January 2015.
2. By June 2015, raise \$150,000 from corporations.
3. By June 2015, raise \$75,000 from individuals.
4. By June 2015 Identify and begin cultivation of 20 \$1,000 + individuals.

## DEVELOPMENT Committee Action Plan

**Action Plan Goal #1:** There will be 100% board giving to the best of personal ability – totaling a minimum of \$10,000

Key Actions	Due Date
1. Create and get board approval of a board giving policy	September 2014
2. Meet with each trustee to confirm their personal development plan for the year	October 2014
3. Develop a mechanism to report out % towards total at each board meeting	October 2014
4. Achieve 100% board participation	June 2015

# SAMPLE BOARD GOALS

## FINANCE Committee

### Overarching 3-Year Goals

By June 2018 the board, with leadership from the finance committee will:

- Responsibly manage and maximize the benefits of available state funding
- Develop & implement cash management, budgeting and capital reserve policies
- Shift to a multi-scenario, long horizon budget planning process.
- Provide sufficient financial resources to establish/maintain regionally competitive staff salaries

### Board Annual Finance Goals

1. By October 2014, have established a board approved budgeting process that will include a process to create a multi-year budget.
2. By January 2015 partner with the CEO to have a board approved revised salary scale for the school.
3. Review and approve an annual budget no later than March 2015.

### CEO Annual Finance Goals

1. By January 2015, develop and present a preliminary budget to the finance committee by.
2. By December 2014, present revised cash management, budgeting and capital reserve policies to the finance committee
3. By December 2014 research and present regional salary findings to the finance committee

## FINANCE Committee Action Plan

**Action Plan Goal #1:** By October 2014, have established a board approved budgeting process that will include a process to create a multi-year budget.

Key Actions	Due Date
1. Create a draft of a 8 month budgeting process	September 2014
2. Discuss draft in committee	September 2014
3. Present committee recommendation to the board	October 2014

# SAMPLE BOARD GOALS

## GOVERNANCE Committee

### Overarching 3-Year Goals:

By June 2018 have a sustainable governing board of 11-15 diverse trustees who bring the needed skills to the board to ensure effective governance.

Develop enough bench strength so that the board can create and sustain a succession planning process for officers, committee chairs and trustees.

### Board Annual Governance Goals

1. Expand the board by 2 trustees by December 2014 and by an additional 2 trustees by May 2015 with the prioritized skills of human resources, fundraising and finance.
2. Add at least one non board member to each committee by January 2015.
3. By January 2015 have board approved written job descriptions for each officer position and each committee.

### CEO Annual Governance Goals

1. Assist the board in finding, recruiting, screening and selecting new trustees
2. Insure that the CEO and/or an appropriate senior team member staff each board committee
3. Participate in 2 professional development opportunities around governance this year.

## GOVERNANCE Committee Action Plan

**Action Plan Goal #1:** Expand the board by 2 trustees by December 2014 and by an additional 2 trustees by May 2015 with the prioritized skills of human resources, fundraising and finance.

Key Actions	Due Date
1. Solicit input from trustees and develop a screening action plan	September 2014
2. Create a written screening process/nominating process	September 2014
3. Begin screening identified candidates	October 2015

# SAMPLE BOARD GOALS

## ACADEMIC EXCELLENCE Committee

### Overarching 3-Year Goals:

Conduct effective oversight of the academic program and ensure that all trustees understand where the organization is on its path to closing the achievement gap.

### Board Annual Academic Excellence Goals

In partnership with the CEO:

1. Create a shared definition of academic excellence for our school
2. Create a consistent way for the board to monitor progress toward academic goals and academic measures in the accountability plan
3. Determine consistent ways to educate the board on progress towards stated outcomes

### CEO Annual Academic Excellence Goals

1. Exceed all the metrics outlined in the school's accountability plan

## ACADEMIC EXCELLENCE Committee Action Plan

### Action Plan Goal #1:

Key Actions	Due Date
1. Work with CEO to share simplified chart version of the accountability plan with the board. Include columns of what the metrics are and when they will be reported out to the board.	September 2014
2. Clarify with CEO what are the stretch goals for this year academically. Report these to the board.	September 2014
3. Partner with the CEO to determine the best format to share state test score data results with the full board.	October 2014