



# Navigator Schools

## Governance Committee

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### **Date and Time**

Thursday September 13, 2018 at 9:00 AM PDT

### **Location**

Navigator Schools, Support Office, 650 San Benito Street, Suite 230, Hollister, CA 95023

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### Teleconference Locations

- 827 Broadway, Suite 300, Oakland, CA 94607
  - 1065 Byers Street, Gilroy, CA 95020
  - 1827 Clifford Street, Santa Clara, CA 95050
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### **Agenda**

#### **I. Opening Items**

Opening Items

- A.** Record Attendance and Guests
- B.** Call the Meeting to Order
- C.** Approve Minutes

Approve minutes for Governance Committee Meeting on July 24, 2018

## **II. Topical Items**

### Governance

#### **A. Board Goals 2018-19**

The committee will explore potential board goals for the 2018-19 school year.

#### **B. Board Development**

The committee will discuss board member recruitment, cultivation, and the status of potential board member candidates.

#### **C. Review of Preliminary Dashboard Framework**

The committee will discuss preliminary plans to design a data dashboard that is accessible and responsible to the NS Board.

## **III. Closing Items**

#### **A. Schedule Upcoming Meeting(s)**

Members will choose a date and time for future meeting(s).

#### **B. Adjourn Meeting**

# Coversheet

## Approve Minutes

<b>Section:</b>	I. Opening Items
<b>Item:</b>	C. Approve Minutes
<b>Purpose:</b>	Approve Minutes
<b>Submitted by:</b>	
<b>Related Material:</b>	Minutes for Governance Committee Meeting on July 24, 2018

APPROVED



## Navigator Schools

### Minutes

#### Governance Committee Meeting

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##### **Date and Time**

Tuesday July 24, 2018 at 10:30 AM

##### **Location**

Navigator Schools, Support Office, 650 San Benito Street, Suite 230, Hollister, CA 95023

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##### Teleconference Locations

- 827 Broadway, Suite 300, Oakland, CA 94607
- 1065 Byers Street, Gilroy, CA 95020
- 1827 Clifford Street, Santa Clara, CA 95050

##### Teleconference Instructions

- Join from PC, Mac, Linux, iOS or Android: <https://navigatorschools.zoom.us/j/334630811>
- Telephone: Dial +1 669 900 6833 or +1 646 876 9923
- Meeting ID: 334 630 811

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##### **Committee Members Present**

Alicia Gallegos Fambrini, Caitrin Wright, JP Anderson

##### **Committee Members Absent**

*None*

##### **Guests Present**

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Kevin Sved, Sean Martin

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## I. Opening Items

### A. Record Attendance and Guests

### B. Call the Meeting to Order

Caitrin Wright called a meeting of the Governance Committee of Navigator Schools to order on Tuesday Jul 24, 2018 at 10:35 AM.

### C. Approve Minutes

JP Anderson made a motion to approve minutes from the Governance Committee on 06-05-18 Governance Committee on 06-05-18.

Alicia Gallegos Fambrini seconded the motion.

The committee **VOTED** unanimously to approve the motion.

#### Roll Call

Caitrin Wright	Aye
Alicia Gallegos Fambrini	Aye
JP Anderson	Aye

## II. Topical Items

### A. Board Configuration: WPS Seat

Kevin Sved reviewed a telephone conversation with the Santa Cruz COE regarding the WPS petition, including a discussion concerning a WPS parent board position. He reviewed the language in the current charter petition connected to this issue. Members discussed proactive strategies to address this topic and how to emphasize our commitment to local representation on the board as we grow in new communities.

### B. Board Goals 2018-19

Caitrin Wright shared a list of proposed board goals (including a summary of past 2017-18 goals). The committee assessed board progress related to the 2017-18 goals. The members also considered the expansion and increased voice of committees, as is listed in the CEO recommendations for board priorities. Alicia expressed interest in learning more about how other organizations utilize an Academic and Programs Committee.

### C. Retreat Planning

This topic will be discussed at a subsequent meeting.

## III. Closing Items

### A.

### Schedule Upcoming Meeting(s)

Members discussed their summer schedules and availability for future meetings in relation to important organizational and WPS charter petition dates. The committee suggested August 14th at 10:30 am for the date and time for the next meeting.

### B. Adjourn Meeting

Caitrin Wright made a motion to adjourn the meeting.

JP Anderson seconded the motion.

The committee **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:33 AM.

Respectfully Submitted,  
Sean Martin

# Coversheet

## Board Goals 2018-19

<b>Section:</b>	II. Topical Items
<b>Item:</b>	A. Board Goals 2018-19
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Board Goals 2018_19 GovCom.pdf

# Discussing Navigator Board's 2018-2019 goals

Governance Committee  
August 2018



# Draft 2018-19 Board Goals

- Grow to a board of nine members; with focus on representation in new geographies and competencies needed
- Develop and maintain four fully-functioning committees: Finance, Governance, CEO Support and Evaluation, Academics
  - Add at least one non-board member to appropriate committees to strengthen committee structure and develop an expanded pool for new board members
  - Develop a task force to support facilities specifically
- Evolve our governance approach to ensure governing not managing (e.g. ensure the systems, structures and evolve to support this - strong dashboard, right questions posed to board)
- How do we best support the organization priorities? *Look to Kevin for input here*

# Appendix

# Developing 2018-2019 board goals

To begin to discuss our 2018-19 board goals, worth touching on several related pieces of work:

- 2017-2018 board goals (see following)
- CEO's suggested board goals (see following)
- 2018-19 organization priorities (see board deck from June)

Then ask ourselves:

- What does the board need to do to help deliver on the 2018-2019 org priorities?
- What work does the board need to undertake to support the org in its long-term goals (5 year strategic plan)?
- What does the board need to do to continue to create a strong, sustainable and effective board?

# 2017-2018 board goals\*

- Build a well-rounded board of 7-8 members; with focus on representation in new geographies and competencies needed
  - Transition planning for board members and for officers
- Support strategic decision making and execution on growth
  - Ensure and support smooth reauthorizations
  - Undertake green-lighting process
  - Support launch of fundraising for new growth
- Support CEO's ongoing growth and development
- Model and support continued evolution of organization culture towards high expectations, accountability, openness and trust

\*These goals weren't officially adopted by the board

# Suggested board priorities from CEO for 2018-2019

*Staffing the Board of Directors at a high level of excellence was a stated priority in 2017-18, and continues to be a top CEO priority. Additionally, developing detailed metrics and a system for monitoring these metrics will be necessary to drive improved staff performance and accountability. Supporting this priority will be the implementation of a dashboard, a meaningful way for the Board to monitor organizational performance in key areas. Specific objectives proposed for 2018-19 in this area include:*

*1) Grow to a board of nine members, with four fully-functioning committees, including:*

- Finance*
- Governance*
- CEO Support and Evaluation*
- Academics and Programs*

*2) Add at least one non-board member to each committee to strengthen committee structure and develop an expanded pool for new board members*

## *Staff work related to governance*

*3) High-quality Board materials will be provided to Board members one week before board meetings, with all materials being vetted by a committee*

*4) Staff support for Board and Committee work will meet or exceed Board member expectations. A rubric and system for monitoring this will be developed. An easy first step could be a quick evaluation tool for board members to complete at the end of each board meeting.*

## Establishing a Facilities Task Force (August 2018 Draft for Governance Committee Feedback)

The Facilities Task Force will serve in an advisory capacity to support Navigator Schools in meeting the organization's facilities needs. (Please see excerpt from Bylaws below authorizing the use of such advisory committees.) The focus of the task force will be to work with the staff and the Board to evaluate short and long-term facilities options for Watsonville Prep School (WPS) as well as long-term facilities options for Hollister Prep. The Task Force will evaluate facilities options in a manner considers various criteria, including location, approval processes, finances, and overall feasibility. The Facilities Task Force will be staffed by the CEO.

The Facilities Task Force will meet / video-conference according to the following schedule:

- November 2018
  - Review facility options under considerations, ask probing questions, and provide feedback on the facility options.
- Late January 2019
  - Review CEO recommendation for WPS location and provide feedback and advice.
  - Review longer-term plans for HPS.
- April 2019
  - Review CEO recommendation for HPS long-term plans and provide feedback and advice.

Membership: Facilities Task Force members can be appointed by the Board Chair, by Board vote as whole, or by the CEO. Community volunteers with expertise in facilities and school planning will be sought. The Facilities Task Force may include the following staff.

-Andrea Hernandez, WPS Founding Principal  
-Debbie Benitez, HPS Principal  
-Rita Castaneda, Community Engagement Facilitator  
-Kevin Sved, CEO

### **Next Steps**

It is proposed that on October 3, 2019 the Board approve the formation of the Facilities Task Force.

*From NS Bylaws Section 23h:*

*The Board may also create one or more advisory committees composed of directors and non-directors. It is the intent of the Board to encourage the participation and involvement of faculty, staff, parents, students and administrators through attending and participating in open committee meetings. The Board may establish, by resolution adopted by a majority of the directors then in office, advisory committees to serve at the pleasure of the Board.*

# Coversheet

## Review of Preliminary Dashboard Framework

<b>Section:</b>	II. Topical Items
<b>Item:</b>	C. Review of Preliminary Dashboard Framework
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Dashboard Update Memo 091118.pdf



Date: September 11, 2018

To: Board of Directors

From: Sean Martin

Re: Dashboard Update: Fall 2018

## Introduction

Members of the support office staff, site leaders, and coordinators continue to work together to tell powerful stories and propel innovation through interactive data. We are learning to use Tableau, an industry-standard visualization platform, to share evidence of Navigator's unique and important accomplishments. Creating a sustainable dashboard system will expand access to information across stakeholders, increasing our ability to harness the power of our collective expertise, backgrounds, and experiences.

Building effective visualizations is a multi-faceted process that incorporates more than the visual appearance of the dashboard itself. These facets include data integrity, sustainable methods of collecting and formatting data, conversations to promote effective design and use of data, and the development of standard procedures and conventions to ensure effective communication.

The dashboard development project is guided by a set of key values, two of which I will mention here. First, our data visuals must be interactive. When users have the freedom to filter and investigate data in their own ways, we open up new pathways to research, experimentation, and innovation. We are moving away from users as consumers of static information toward users as producers of dynamic information.

Second, dashboards must be accurate and timely. We are moving away from infrequent, annual reports of data toward real-time, fresh reports of data that optimize the power of the internet, cloud documents, and mobile technology to collect information as quickly and as accurately as possible. This timely approach to collecting evidence will connect us all to the heartbeat of the organization, empowering leaders to operate in all realms of school life, proactively rather than reactively.

Tableau dashboards are collections of reports focusing on key areas of organizational performance. These areas include traditional, quantitative measures related to compliance, external assessments, enrollment, and attendance, as well as pioneering, non-traditional measures exploring climate and culture. Key components of the dashboard under development are reviewed below. Please note that, whenever possible, student results will be disaggregated by site, grade level, gender, subgroup, and program. In addition, the dashboard project will address all elements of the CA School Dashboard.

## Key Dashboard Components

1. Attendance and enrollment
2. Climate and culture (behavior, staff retention, suspensions, expulsions, stakeholder surveys)



3. External assessments (SBAC, MAP)
4. Internal assessments (weekly ELA and math assessments)
5. English learner progress
6. Business and finance (including reserves and fundraising)
7. Top-tier teams (coaching, credentials)
8. Alumni tracking
9. Innovating and improving schools (expansion, greenlighting, priority tracking)

### Samples of Recent Development

Tableau visualizations feature interactive hover features that provide valuable data on-demand. Although these dynamic feature cannot be demonstrated here (on paper), the samples provide an introduction to basic layouts and capabilities.

#### A. Positive Behavior Interventions and Supports (PBIS) Rewards

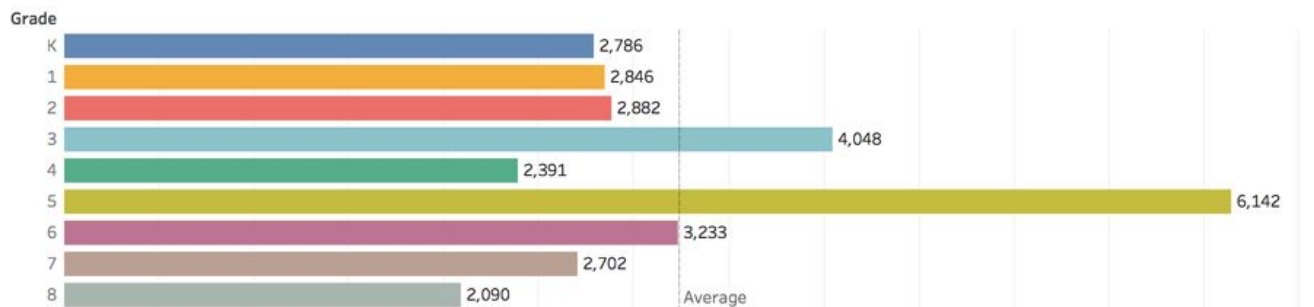
*This interactive dashboard allows viewers to instantly identify individual student reward point totals (from highest to lowest) by hovering over the multi-colored bands.*

#### PBIS Rewards: GPS

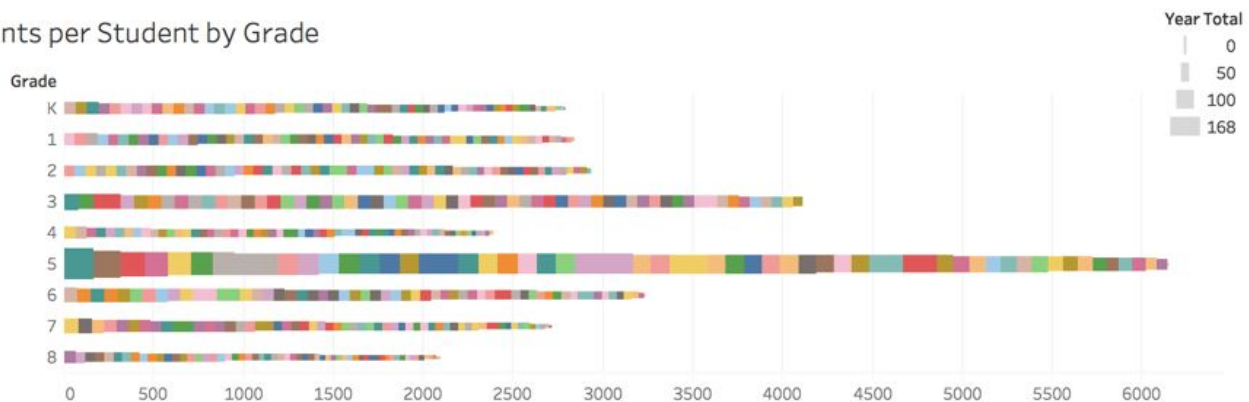
##### Points by Gender



##### Points by Grade



##### Points per Student by Grade

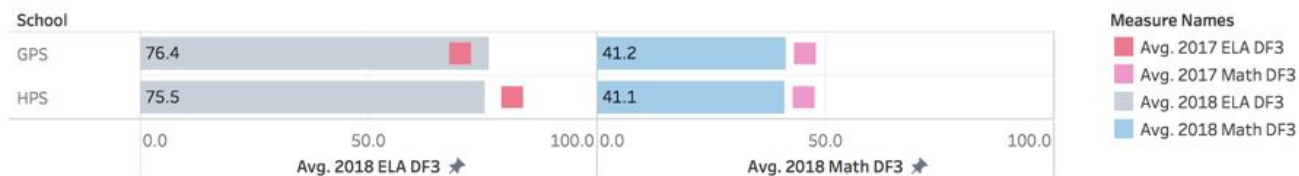


## B. SBAC Results

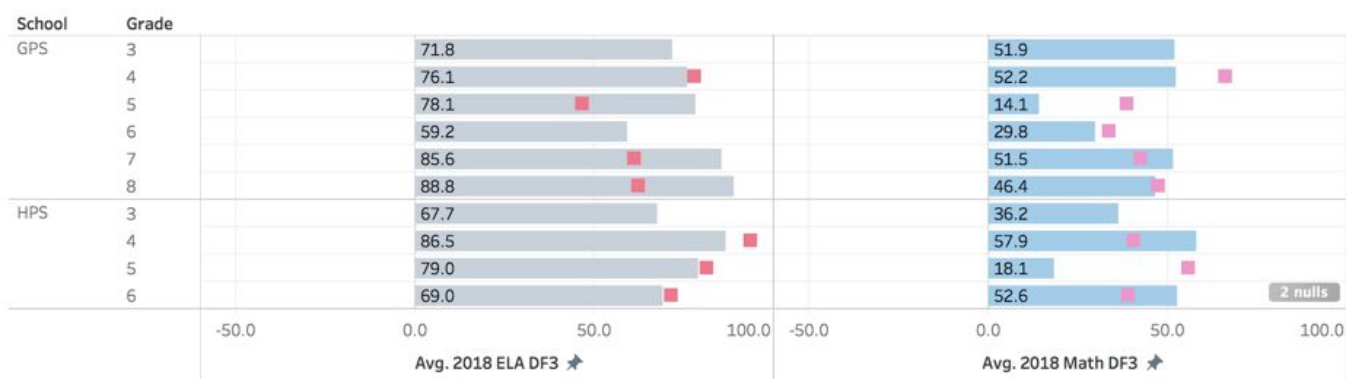
This prototype dashboard compares preliminary 2018 results to 2017 results, focusing on the important CA Schools Dashboard measure of DF3 (distance from Level 3). Level 3 is the point at which students are deemed proficient. Please note that this is preliminary data and may not reflect actual site performance. The first figure illustrates the fact that, on average, GPS students scored 76.4 points above proficiency in ELA and 41.2 points above proficiency in math. In Tableau, hovering over the squares would reveal the 2017 average.

### SBAC 2018P: Site, Grade, Gender

#### All



#### Grade Level



#### Gender



## Next Steps

Several prototypes are being tested at school sites, including reports relating to weekly assessments and behavior tracking. These components, used in the real-world, inform practice and increase efficiency. As these prototypes are tested, feedback is collected, and final versions of functioning reports will be implemented. An important element of this feedback process is expanding our capacity to gather creative inspiration, feedback, and insight from the NS board.