

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.