Recommendations

Based on 10 of 10 completed participants

Topics	Your Board Scored	Recommended Resources
Board Composition Board Size	LEVEL 1	How many members should the board have?
Board Composition Previous Governance Experience	LEVEL 1	What skills are needed on a charter school board?
Board Composition Diversity	LEVEL 1	What level of diversity should the board have?
Board Recruitment Recruitment Plan	LEVEL 1	Board Composition Matrix Conducting an Inventory of Your Board
Development Strategic Fund Development Plan	LEVEL 1	Keep Your Donors: Building Profitable Relationships That Last Fund Development: Basic Principles and Best Practice Choosing Your Road: Organizational development specialist or just another fundraising technician? Sample Job Description of a Chief Development Officer
Development Accountability	LEVEL 1	Sample Board Member Agreement Sample Individual Trustee Performance Expectations Sample Guilt-Free Board Member Expectations Sample Job Description for the Full Board How much time should a trustee devote to the board each month? Keep Your Donors: Building Profitable Relationships That Last How and when to evaluate individual trustees? How and when to evaluate the full board? Should all trustees be held to the same standard? What are some tips for holding board members accountable? What should we do with board members who don't do anything?

Help

Topics	Your Board Scored	Recommended Resources
Development Board Training	LEVEL 1	Keep Your Donors: Building Profitable Relationships That Last
Board Meetings Open Meeting Law Compliance	LEVEL 2	Tips to Comply with the Open Meeting Law What is "Open Meeting Law," and can we really be an effective board and comply with this law? Open Meeting Law Pop Quiz
Board Composition Skills and Expertise	LEVEL 2	What skills are needed on a charter school board? Board Composition Matrix Conducting an Inventory of Your Board
Development Philosophical Alignment	LEVEL 2	Riding the Horse the Way It's Going
Board Meetings Board Meeting Content	LEVEL 3	Are there any other strategies for improving our board meetings? Should committees report at every full board meeting? Who should be presenting at board meetings? How can we make sure board meetings are strategic and not merely reactive?
Board Structure Job Descriptions	LEVEL 3	Sample Board Member Agreement Sample Individual Trustee Performance Expectations Sample Guilt-Free Board Member Expectations Sample Job Description for the Full Board What are the key elements of a "Trustee Job Description?"
Board Composition Level of Objectivity	LEVEL 3	Board Composition Matrix Conducting an Inventory of Your Board Sample Nepotism Policy Clauses Should parents of students currently enrolled in the school serve on the board? Should students serve on the board? Should teachers serve on the board? Should the Head of School be a voting member of the board?
Board Recruitment Orientation	LEVEL 3	Sample Orientation Plan
Finance Financial Compliance	LEVEL 3	Board Staff Financial Contract

Topics	Your Board Scored	Recommended Resources
BoardSavvy Head of School Succession Planning	LEVEL 3	Succession Planning Article Key Characteristics & Actions of a BoardSavvy Head of School
Board Recruitment Recruitment Process	LEVEL 4	Sample Interview Points Board Composition and Expansion Policy Sample Sample Board Candidate Interview Questions Sample Nominating Policy Sample Candidate Ranking Sheet How much time should a trustee devote to the board each month? Should we have a trial period for board candidates?
Board Goals & Accountability Board Goals	LEVEL 4	How important is committee work between meetings? How often should committees meet? What is a board committee supposed to do?
Finance Board Education	LEVEL 4	Finances Who Does What What are the most common mistakes charter school boards make around finance? How do we educate the full board about the organization's finances? Is this really necessary?
Academic Oversight Roadmap	LEVEL 4	How do we create a definition of academic excellence for our organization? Role of the Academic Excellence Committee How do we create an "Academic Excellence Road Map"? Sample State of the School Chart
Head of School Support & Evaluation Governance/Management	LEVEL 4	Finances Who Does What Sample Key Annual Organizational Decisions Chart
Head of School Support & Evaluation Head of School Support	LEVEL 4	BoardOnTrack Support of Head of School: Conducting Mid-Year Check-ins

Board Size	• 11 to 15 trustees
Previous Governance Experience	• 75% or more of the board have previous governance experience
Diversity	• Board membership reflects the broadest level of ethnic, racial, gender, and geographical diversity. • The diversity of board members heightens the credibility of the board in the broader community's eyes.
Recruitment Plan	• The board has a targeted three-year profile of the skills and expertise that will be need on the board. • The board has a targeted annual board recruitment plan.
Strategic Fund Development Plan	• There is a board approved, written, multi-year fund development plan. • The multi-year fund development plan is realistic. • All trustees understand the strategic fund development plan. • The strategic fund development plan clearly delineates the role of the full board, the development committee, the Head of School, and the development staff (if they exist) in achieving the plan. • There are adequate staff and financial resources to achieve the strategic fund development plan.
Accountability	• All trustees feel the fundraising expectations placed on trustees is realistic. • There is an effective system in place for holding each trustee accountable to completing the fundraising tasks to which he or she has committed.
Board Training	• There is a comprehensive board training and education program in place to help trustees be more effective at completing their fundraising assignments.
Open Meeting Law Compliance	• All trustees have a thorough understanding of the open meetings law. • The board has systems in place to ensure consistent compliance with the open meeting law. • Annually, the board reviews the open meeting law, as a group. • Annually, the board's legal counsel reviews board compliance with the open meeting law. • Monthly, the board secretary reviews open meeting law compliance.
Skills and Expertise	• 100% of the skills needed to govern effectively
Philosophical Alignment	• The board and the Head of School are philosophically aligned about the role of the board in fundraising. • There are written expectations outlining the role of trustees in fundraising that are agreed to annually and understood and accepted by all trustees. • The board has discussed subsidizing the public funding of the organization with private funds and is in agreement about how much to raise, why it is to be raised, and over what period of time.
Board Meeting Content	• 90% of board meeting time is focused on setting the strategic direction of the organization, and 10% or less is focused in reacting to immediate issues. • Board meeting presentations/discussions are primarily lead by committee chairs rather than being dominated by the Head of School. • Committees report out only when there is something strategic to discuss (as opposed to an agenda of standard committee reports).

Job Descriptions	· The board has a clear job description for the full board. · Trustees receive a document that clearly outlines individual trustee performance expectations. · Annually, the board reviews the job description and individual performance expectations.
Level of Objectivity	- The board is able to maintain a very high level of objectivity when governing because: - No trustees have any personal or business ties with the Head of School, staff, or each other that could result in a conflict of interest (real or perceived) during decision-making. - Less than 25% of the board members are parents of students currently enrolled in the school. - The Head of School is the only employee of the organization that is a member of the board.
Orientation	New trustees receive an effective orientation.
Financial Compliance	- The board is 100% confident that the organization's management team is properly handling restricted grants. - The management provides the Finance Committee with a detailed checklist of all of management's deliverables and reports to various agencies, authorizers, and auditors. - The Finance Committee annually confirms that the deliverables and reports to various agencies, authorizers, and auditors are completed/submitted accurately and on a timely basis.
Succession Planning	- A BoardSavvy Head of School: · Partners with the board to develop an agreed upon a short-term/emergency succession plan for the Head of School position, that is well documented and reviewed annually · Annually discusses long-term succession management plan for the organization with the board
Recruitment Process	- When recruiting new trustees, the board formally assesses: - Each candidate's skill set to ensure a good fit with the board - Whether the candidate truly has enough time to serve on this type of board (i.e., 6 to 10 hours a month) - The candidate's philosophical alignment with the school's mission - The candidate's ability to participate in group process - The board requires a trial period for board candidates by having them serve on a board committee prior to being nominated to the full board. - The selection process consistently adheres to a board approved nominating policy and process. - There is a standard list of questions asked of all candidates. - The strength of each candidate is evaluated numerically on a standard candidate-ranking sheet or scorecard.
Board Goals	- The board has a clear set of goals for the year that clearly delineates how the board will add value to the organization. - The board has an effective and consistent process to measure progress towards achieving annual board goals. - Each board committee has a set of annual goals and an action plan that aligns with the overall board goals for the year. - Substantive committee work happens in between board meetings.

Board Education	• Each trustee is well-versed in the key drivers and sources of revenues for your organization, and the related cash flows. • The full board is annually trained by the Finance Committee to read, understand, and interpret the main points of the financial reports. • The Finance Committee leads a portion of the new trustee orientation, orienting them to the organization's short and long-term financial health and training them on how to read and interpret financial reports.
Roadmap	• There is a clear understanding between the board and the Head of School about what the organization is doing towards reaching its defined vision of excellence. • The board and the Head of School agree on the next key steps the organization will take this year to get closer towards this vision.
Governance/Management	• The full board is clear about the key organizational decisions that need to be made this year. • Each trustee is clear about their role as a board member vs. the role of the Head of School in making these decisions. • Each board committee has a chart that describes the responsibilities of the full board, the committee, and the Head of School.
Head of School Support	• The board has a clear and consistent process for providing coaching, feedback, and support to the Head of School. • The full board speaks with one voice to the Head of School regarding their performance (expectations and implementation).

We also recommend that your board should:

- Frequently review the members only Governance and Training Resources
- Attend exclusive training events in your area