

# Accountability:

## Developing a Leadership Dashboard

# DEVELOPING THE DASHBOARD: Board & School Leaders

- School leaders and board work together to develop the dashboard– a tool for communication
- Construct a board with relevant experience (finance, operations) so that they know what to ask
- Relationship building– culture of trust and transparency between board and leadership

# SAMPLE DASHBOARD: SPRING 2010

## Academic Data

NYS ELA Practice Test							
	Percent Proficient				% Meeting Student Growth Target		
	Nov-09	Mar-10	Goal	Goal Met?	Mar-10	Goal	Goal Met?
4th Grade 1	57%	95%	75%	YES	71%	75%	NO
4th Grade 2	61%	87%	75%	YES	48%	75%	NO
5th Grade 1	50%	88%	75%	YES	69%	75%	NO

NYS Math Practice Test							
	Percent Proficient				% Meeting Student Growth Target		
	Nov-09	Mar-10	Goal	Goal Met?	Mar-10	Goal	Goal Met?
4th Grade 1	38%	88%	75%	YES	44%	75%	NO
4th Grade 2	35%	82%	75%	YES	41%	75%	NO
5th Grade 1	7%	100%	75%	YES	50%	75%	NO

## Operational Data

Enrollment: April 22, 2010					
Grade	Actual	Financial Goal	Goal Met?	Charter Goal	Goal Met?
K	48	48		41	
1	47	48		41	
2	47	48		41	
3	44	46		39	
4	33	33		28	
5	14	14		12	
<b>Total</b>	<b>233</b>	<b>237</b>	<b>NO</b>	<b>201</b>	<b>YES</b>

Attendance: April 22, 2010			
Grade	Actual	Goal	Goal Met?
K	92.0%	95.0%	
1	94.1%	95.0%	
2	93.5%	95.0%	
3	93.1%	95.0%	
4	93.3%	95.0%	
5	94.0%	95.0%	
<b>Total</b>	<b>93.3%</b>	<b>95.0%</b>	<b>NO</b>

# Starting Questions

**First:** What are the school's **charter goals** regarding student achievement, operations and finance and how are those goals measured?

**Second:** What are the school's **additional goals**? How will those goals be measured?

**Third:** What data does the school collect that demonstrates progress towards these goals? How will that data be managed?

# GOALS:

## Academic Measures of Success

- Some measures imposed on you:
  - AYP
  - Targets in school's achievement plan / charter
- To what else do you want to compare your data?
  - Last year's scores?
  - Local school district?
  - Other charters?
  - Aspirational goals?

# Measuring Academic Success

What are your assessments telling you?

- Criterion or norm referenced?
- Aligned to state standards?
- How objective? Who creates, who administers, who scores?
- Benchmarks? How good is good enough? Is what the state considers “proficient” a sufficient measure of success?

# Operational Goals

What drives revenues?

- Enrollment
- Special education students
- FRL

Operational Goals

- Attendance
- Compliance

# GOALS:

## Early Years Example: School Stability

- In addition to charter goals, consider school stability measured in quantifiable terms
- How can you gauge the stability of your student and teacher population? Satisfaction surveys? Intent to return?
- Is the school financially stable?
- Does the organizational design you've selected work for you?



# Sample Charter Goal: Absolute and Comparative Achievement

## Absolute:

- At least 75% of students will score proficient or advanced on the NYS assessment

## Comparative:

- Students will perform at higher levels on NYS assessments than:
  - their district counterparts
  - their counterparts across all NYC public elementary schools

# Goal Translated to Sample Dashboard

	2008-9 ELA Percent Proficient				
Group	Charter Goal	Charter School	NYC District 1	NYC All	Goal Met?
3 <sup>rd</sup> Grade	75%	<b>90%</b>	70.50%	64.60%	<b>Yes</b>
4 <sup>th</sup> Grade	75%	<b>94%</b>	69.50%	64.10%	<b>Yes</b>

	2008-9 Math Percent Proficient				
Group	Charter Goal	Charter School	NYC District 1	NYC All	Goal Met?
3 <sup>rd</sup> Grade	75%	<b>97%</b>	92%	91.40%	<b>Yes</b>
4 <sup>th</sup> Grade	75%	<b>100%</b>	83%	84.90%	<b>Yes</b>

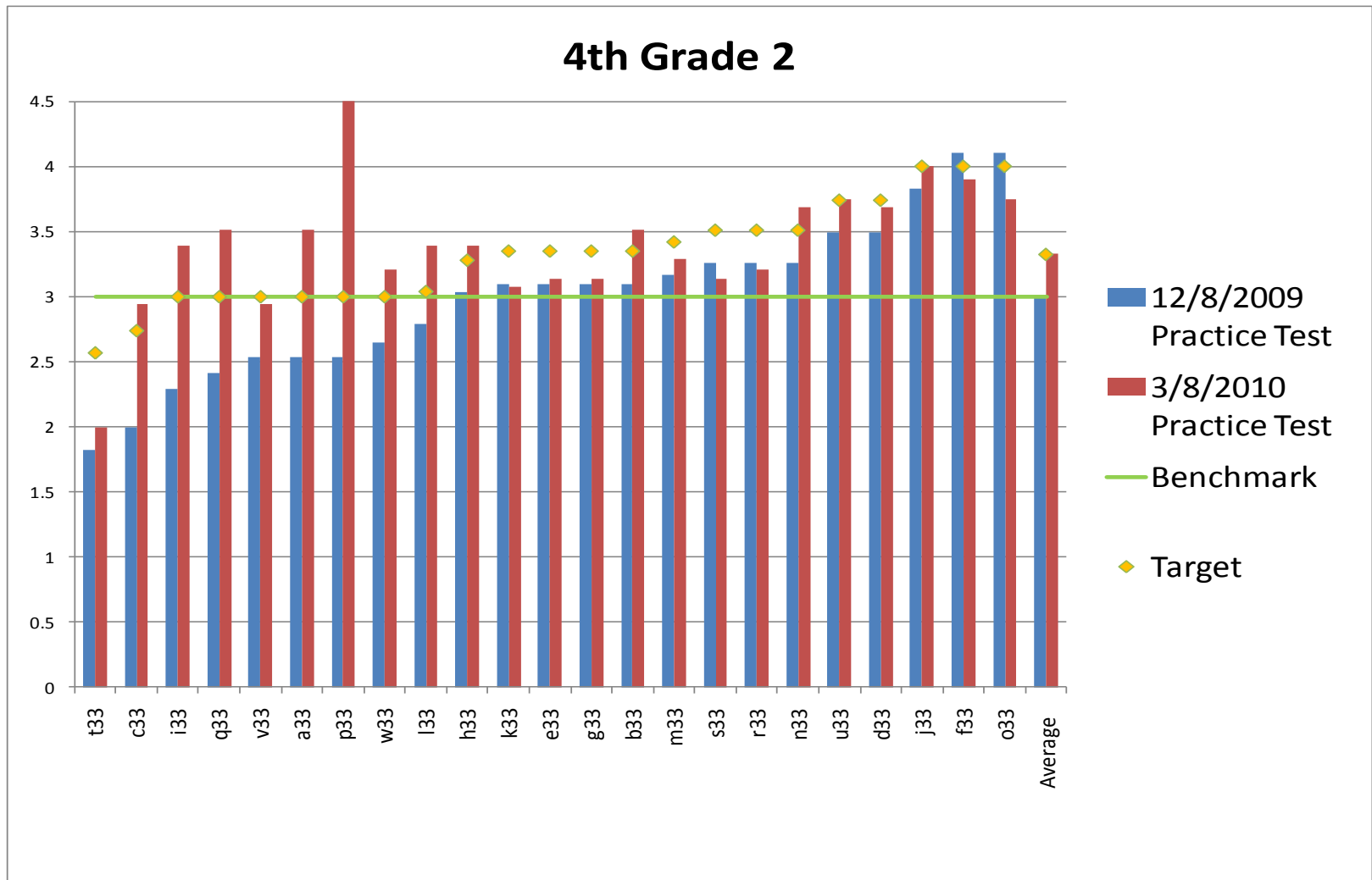
# Sample Charter Goal: Progress

- **GOAL:** Each student will make one year of progress as evidenced by performing at the same or higher levels on NYS ELA and Math assessments than the prior year.
- **MEASURE:** An individualized growth target is set for each 4<sup>th</sup> and 5<sup>th</sup> grade student based on his/her performance on the previous year's test.

# Goal Translated to Sample Dashboard

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4th Grade 1	57%	95%	75%	YES	71%	75%	NO
4th Grade 2	61%	87%	75%	YES	48%	75%	NO
5th Grade 1	50%	88%	75%	YES	69%	75%	NO
5th Grade 2	47%	100%	75%	YES	76%	75%	YES

# Dashboard calls for more detailed view



# Data Collection: Getting Started

- Set up a well-designed system for managing student data from day one
- Create reports not only for the board but for BEDS, NYSED, donors, and internal use
- Track everything (attendance, student demographics, contact information, and test data) in one place so that you can disaggregate it in different ways

# Data Collection: A Large Data Set

- Think five years ahead– set up a system now that will let you manage data for your entire student body when your school reaches capacity
- Microsoft Sharepoint is a user-friendly, low-tech way to track everything you need
- Track students by OSIS number to ease compatibility with ATS

# Dashboard Advice

- Stay focused on outputs, such as student assessment data and attainment of goals, rather than inputs that may be commonly believed to affect student achievement
- Try to keep the dashboard to one page
- Use it as a tool for decision-making and steering
- Make sure it is organic



# Working with EMO/CMO

- When contracting with an organization (CMO or EMO), board should have access to academic & operational data
- May want to create a dashboard to track areas delegated to partner
- Don't lose focus on academics
- Get drill down from EMO/CMO
- Communicate, collaborate

# Lessons?

- Carefully craft your charter goals and choose your assessments and benchmarks
- Understand your assessments
- *Growth, progress, value-add*: understand how these terms are defined
- Different indicators can tell different stories. Know which matter most to your school. Learn how to have this conversation with your authorizer.
- Be aware that you are also being evaluated by outside parties, whose definition of success can be a moving target (NYS Test and Progress Report)