



BoardOnTrack

Board's Role in Academic Oversight & Charter School CEO Evaluation

NYC April 2017





What We're Going to Cover

Academic Oversight

- ▶ Defining the full board's role in academic oversight
- ▶ Defining the role of a board committee
- ▶ Clarifying the governance – management line
- ▶ Clarifying what data the board should be receiving on a consistent basis
- ▶ Concrete tools you can use



What We're Going to Cover

Charter School CEO Evaluation

- ▶ Common Mistakes
- ▶ Action Steps to Get it Right
- ▶ Tools You Can Use

- ▶ Q&A

<http://pages.boardontrack.com/nyc>



A FEW NOTES BEFORE WE DIVE IN

- ▶ It's all about the kids.
- ▶ We are going to articulate a very high bar. The students in your charter school deserve nothing short of excellence.
- ▶ Terminology:
 - We use the term “CEO” to denote the person at the very top of the org chart, who reports directly to the board
 - We use the term “organization” to mean the charter school or group of schools that the CEO is responsible for

<http://pages.boardontrack.com/nyc>



Big Picture Framing



Framing Thought

Definition of a Charter School Board

- ▶ Not a collection of well meaning people

Rather...

- ▶ A highly effective team, strategically assembled to bring the skills, expertise, temperament and time to govern a multimillion dollar public enterprise.



How Important is a Board to a Charter School's Success?

It can be argued that the ultimate success of a charter school hinges on the board's ability to govern effectively:

- ▶ Board selects, supports and terminates when necessary the CEO
- ▶ Board ensures that the school is operationally and financially viable
- ▶ Partners with the CEO to define and ensure the delivery of academic excellence

Every charter school closure nationwide can be traced back to issues of governance.

Governance Matters!



Framing

Simply put,

A charter is a contract to increase student achievement.

*The contract is given to the board
–not the CEO/school leader*



Governance Grounding Principles

The Board Focuses on Results

CEO focuses on means to get to results



A Results-Focused Board Is a Data-Driven Board



Data-Driven Governance

- ▶ The term data-driven instruction is now widely used in the school context. And, is a cornerstone of successful charter schools. Generally this means:

The use of quantifiable data obtained from measureable goals set by an educator in order to determine if the student is mastering necessary skills.

- ▶ A charter school CEO should partner with their board to mirror this practice at a governance level.

Set measureable goals with the board, collect relevant data, and examine this together frequently to know if the organization is on track, and change strategies if it is not.



Key Action Steps

Academic Oversight Results-Focused Board



Key Action Steps

1. Partner with and support the CEO
2. Establish an academic excellence committee of the board
3. Clarify charter promises
4. Define academic excellence / your “high bar”
5. Create annual academic goals
6. Monitor progress
7. Educate the full board



Step #1

Establish / Strengthen Board- CEO Partnership



Step #1: Establish / Strengthen Your Board-CEO Partnership

BOARD ROLE	CEO ROLE
<ul style="list-style-type: none">• The board needs to complement the work of the CEO and the academic team, they should not be duplicating the work• Needs to invest time in understanding the key drivers of academic success, this is the heart of the business you are running	<ul style="list-style-type: none">• The CEO needs to feel that the board <u>can</u> and <u>is</u> adding value in this area• Needs to play an active role in educating the full board and sharing information on a consistent basis



Step #2

Establish an Academic Excellence Committee of the Board



Step #2: Academic Excellence Committee

Key Tasks

- ▶ Work with CEO to develop a plan to define and monitor academic results
- ▶ Educate the full board to conduct proper oversight of the academic program



Step #2:

Academic Excellence Committee

- ▶ Most important committee; hardest one to get right
- ▶ Think about it functioning like a finance committee:
 - ▶ CEO brings draft budget to Finance Committee
 - ▶ Finance Committee and CEO go back and forth to refine
 - ▶ Bring bigger strategic questions forward for full board deliberation while preparing the budget
 - ▶ Final draft brought forward for full board discussion, buy-in and final vote to approve for the year
 - ▶ Throughout the year committee monitors budgets to actuals
- ▶ Academic Excellence Committee does the same thing but it is academic “budget to actuals” rather than financial.



Step #2: Academic Excellence Committee

Committee Membership

- ▶ While it can be useful for a member of the Academic Excellence Committee to have a background in education, it is by no means necessary in order to be an effective committee member.
- ▶ Many effective Academic Excellence Committees do not have an educator on the committee. We find that the key functions of the committee—**helping the CEO to set ambitious goals and then monitoring data to assess progress towards those goals**—are often well met by people with strong analytical skills; these people need not be educators.



Step #3

Understand What You Promised to Deliver



Step #3: Charter Promises

- ▶ A charter is a contract to increase student achievement
- ▶ This contract is given to the board not the CEO
- ▶ Together the Board and CEO need to be crystal clear on the key charter promises they have made to the authorizer (typically defined in the charter broadly and more specifically in an accountability plan)
- ▶ You will not get to keep your charter if you don't deliver on these results

Recommended Action Step:

- ✓ *CEO pull out key charter promises in a document for the board. Ideally in a chart form, one page or less.*



Step #4

Define Your High Bar



Step #4: Define Your High Bar

1. Determine if the charter promises are enough or a baseline

Baseline

- ▶ The minimal targets you need to hit to keep your charter
- ▶ Many charter contracts / accountability are the floor – in many states just hitting the terms in your charter would not be reaching “excellence”

2. Define your “high bar”

- ▶ Define excellence, especially academic excellence



Step #5

Create Annual Academic Goals



Step #5: Set Annual Academic Goals

- ▶ The CEO should bring forward a set of annual academic goals for the committee to discuss and the board to approve
- ▶ They should articulate:
 - What level of success was achieved last year
 - Where the CEO plans to get the organization by the end of this school year
 - Whether the organization has met or exceeded charter promises and if not when will you achieve them
 - Benchmark data for the board to comprehend how you compare to others
 - High-level overview of the key strategies to achieve the goals



Step #5:

Work of Committee vs. CEO role

GOAL SETTING

CEO ROLE	COMMITTEE ROLE
<ul style="list-style-type: none">• Develop goals/timeline for reporting on progress towards academic goals and propose them to the committee for discussion and feedback• Present finalized goals/reporting timeline to the full board for approval	<ul style="list-style-type: none">• Review CEO's proposed goals/reporting timeline• Ask questions to ensure that the goals are (1) ambitious and (2) achievable. <i>(These judgments are made relative to the school's charter promises, other schools' performance, the school's own past performance.)</i>• Recommend finalized goals/reporting timeline to the full board for approval; ensure that all trustees understand goals



Step #6

Monitor Academic Progress



Step #6: Develop a Clear And Consistent Way to Monitor Progress

- ▶ Board and CEO should look at data consistently at the regular board meeting
- ▶ Committee should dive deeper into the data at regularly scheduled meetings and validate data and approaches being shared with the full board
- ▶ You need a dashboard to make this easy for busy volunteers and the school leadership team
- ▶ BoardOnTrack Membership includes a dashboard to help you take the guess work out of this process (*I will give you a sneak peak in a few minutes*)



Step #6: Work of Committee vs. CEO role

MONITORING PROGRESS

CEO ROLE	COMMITTEE ROLE
<ul style="list-style-type: none">• Present the committee with data to assess progress towards goals at the agreed upon timeline• Present updates on data to full board at agreed upon timeline	<ul style="list-style-type: none">• Review data to assess progress towards goals at agreed-upon timeline• Ask probing questions to better understand the data and help the CEO look objectively at the data• Help CEO to frame data for presentation to the full board



Step #7

Educate the Full Board



Step #7: Board Education

- ▶ The entire board is on the hook for governing the entire organization
- ▶ Members of each committee will dive deeper into the data, but you should develop a key set of metrics that the full board is tracking and an education plan to make sure the full board understands what they are tracking



Further Clarifying Roles & Responsibilities



Annually Who Does What In Establishing and Monitoring Academic Results

Key Steps	CEO	Committee	Board
Charter Promises	Develop chart / high level summary for board	Discuss and provide input	Discuss and vote to approve as a full board
Define High Bar	Recommendations to the board about what is baseline and “high bar”	Discuss and provide input	Discuss and vote to approve as a full board
Set Annual Goals	Develop a set of annual academic goals	Discuss and provide input	Discuss and vote to approve as a full board
Monitor Progress	Develop board level dashboard	Discuss and provide input	Discuss and vote to approve as a full board
Board Education	Develop a timeline and action plan, implement	Discuss and provide input, assist in implementation	Discuss and vote to approve as a full board, actively participate



Differentiate work of Committee vs. CEO role

INSTRUCTIONAL DECISION-MAKING

CEO ROLE	COMMITTEE ROLE
<ul style="list-style-type: none">• Select and implement curricula, training, and materials necessary for successful instruction	<ul style="list-style-type: none">• Sounding board for CEO's ideas on understanding data, seeing trends, what is working in instruction—are there systems in place to replicate success



Differentiate work of Committee vs. CEO role

STAFF

CEO ROLE	COMMITTEE ROLE
<ul style="list-style-type: none">• Hire and train all staff• Oversee and evaluate all staff	<ul style="list-style-type: none">• Ensure that CEO has created and implemented staff evaluation and feedback procedures• Monitor results through annual/biannual staff surveys and through staff retention data



WHAT SHOULD THE COMMITTEE NOT DO?

- ▶ One of the biggest pitfalls for Academic Excellence Committees is to engage in discussions of ***inputs***—the means by which the school pursues its mission—rather than ***outcomes***—the objective data used to assess how well the school is meeting its mission.
- ▶ **Inputs** are management level issues, which should be handled by the CEO. **Outcomes** are what the board should be focused on and governing towards.



WHAT SHOULD THE COMMITTEE NOT DO?

Continued

- ▶ Evaluating teachers
- ▶ Selecting, designing, or reviewing the quality of curricula
- ▶ Planning professional development for teachers
- ▶ Interacting with teachers or other staff members on a regular basis (i.e., daily or weekly)
- ▶ Interacting with families or students on a regular basis (i.e., daily or weekly)
- ▶ Presenting themselves as an outlet for staff, family, or student complaints or concerns that have not first been formally addressed to the CEO



What Data Should the Board Be Seeing?



Right Board-Level Data

Key Categories

- ▶ Academic Achievement
- ▶ School Climate and Culture
- ▶ Human Capital



Right Board-Level Data

We recommend framing the data around a set of key questions that the board and CEO continually ask each other:

Academic Achievement

Are our students making progress toward attaining the highest level of academic achievement?

School Climate and Culture

Has our organization established a powerful climate and culture in which students can thrive?

Human Capital

Does our organization recruit, develop, and retain exceptional staff?



We Highly Recommend You Track:

Academic Achievement

Are our students making progress toward attaining the highest level of academic achievement?

- ✓ ELA Gains
- ✓ ELA Interim Proficiency
- ✓ ELA Proficiency
- ✓ Math Gains
- ✓ Math Interim Proficiency
- ✓ Math Proficiency
- ✓ Graduation Rates
- ✓ Postsecondary Engagement



We Highly Recommend You Track:

School Climate and Culture

Has our organization established a powerful climate and culture in which students can thrive?

- ✓ Average Daily Attendance
- ✓ On-time Arrival
- ✓ Parental Satisfaction
- ✓ Suspensions – In School
- ✓ Suspensions – Out of School



We Highly Recommend You Track:

Human Capital

Does our organization recruit, develop, and retain exceptional staff?

- ✓ Teacher Retention
- ✓ Teacher Satisfaction
- ✓ Teacher Turnover



What Does This Look Like In Action?



OKR's Promote Transparency & Accountability

The screenshot displays the BoardOnTrack web application interface for managing Objectives and Key Results (OKRs). The interface is divided into a left sidebar, a main content area, and a right sidebar.

Left Sidebar (Navigation):

- Dashboard
- Meetings
- Documents
- OKRs** (Active)
- Coach
- Assessments
- Reports
- CEO Evaluation
- Team
- Resources

Main Content Area (Objectives List):

At the top, there are tabs for OBJECTIVES, KEY RESULTS, TASKS, and LIBRARY. Below the tabs is a "FILTER OBJECTIVES" dropdown menu set to "Not Completed" and an "ADD OBJECTIVE" button.

Objective	Progress	Key Results Completed	Due Date	Action
Develop a well governed organization	<div><div></div></div>	0/2	August 2015	
Recruit, develop and retain exceptional staff	<div><div></div></div>	0/0	July 2020	
Establish powerful climate and culture	<div><div></div></div>	0/2	July 2020	
Build a financially viable organization	<div><div></div></div>	0/2	July 2020	

At the bottom of the main content area are two buttons: "ADD OBJECTIVE" and "ADD OBJECTIVE FROM LIBRARY".

Right Sidebar (Objective Details):

OBJECTIVE: Establish powerful climate and culture

Has our organization established a powerful climate and culture in which students can thrive?

CATEGORIES:

- Finance: 1 key result
- Governance: 1 key result

A "VIEW DETAILS" button is located at the bottom of the right sidebar.



Key results track benchmark progress and keep everyone engaged and informed

OBJECTIVES

KEY RESULTS

TASKS

LIBRARY

OBJECTIVE

All

RESPONSIBLE

All

STATUS

All

COMPLETION

All

DUE DATE

ALL

ADD CATEGORY

ADD GOAL

ADD GOAL FROM LIBRARY

CLIMATE AND CULTURE

☐ CEO raise \$10000 through fundraising activities

2/10 Tasks Completed

CEO

September 20, 2015

GOVERNANCE

☐ Retain 95% of highly trained teachers

0/0 Tasks Completed

Facility

July 30, 2015

Overdue

☒ Goal in Mission 4

0/0 Tasks Completed

Academic Excellence

September 20, 2015

FINANCE

☐ Board Fundraising Rate

0/1 Tasks Completed

Finance

July 24, 2015

Overdue

GOAL:

CEO raise \$10000 through fundraising activities

Have the school raise funds

VIEW DETAILS

STATUS

Last Updated: July 30, 2015

CURRENT STATUS:

On Track

Current Status: 25%

Percent Change: +6%

Accountable: 50%

Goal: 75%

TASKS

ADD TASK

ACTIVE

☐ ORGANIZE TOMBOLA

Ilene Vogel Due:September 0

COMPLETED

☒ ORGANIZE BAKE SALE TO RA...

Alex Cortez Due:September 0



Key Results & Key Performance Indicator Library

BoardOnTrack

Dashboard

Meetings

Documents

OKRs

Coach

Assessments

CEO Evaluations

Picasso Academy (BOT Demo)

OBJECTIVES

KEY RESULTS

TASKS

LIBRARY

OBJECTIVES LIBRARY

KEY RESULTS LIBRARY

KPI LIBRARY

Climate and Culture

Average Daily Attendance

On-time Arrival

Parental Satisfaction

Suspensions - In-school

Suspensions - Out of School

Student Achievement

Approved growth plan submitted to authorizer by March 1st deadline

ELA Gains

ELA Interim Proficiency

ELA Proficiency

Graduation Rate

Math Gains

Math Interim Proficiency

Math Proficiency



Tools You Can Use

HANDOUTS

1. **Role of Academic Excellence Committee**
2. **State of the School Report**
3. **Smart Questions to Ask About Data**



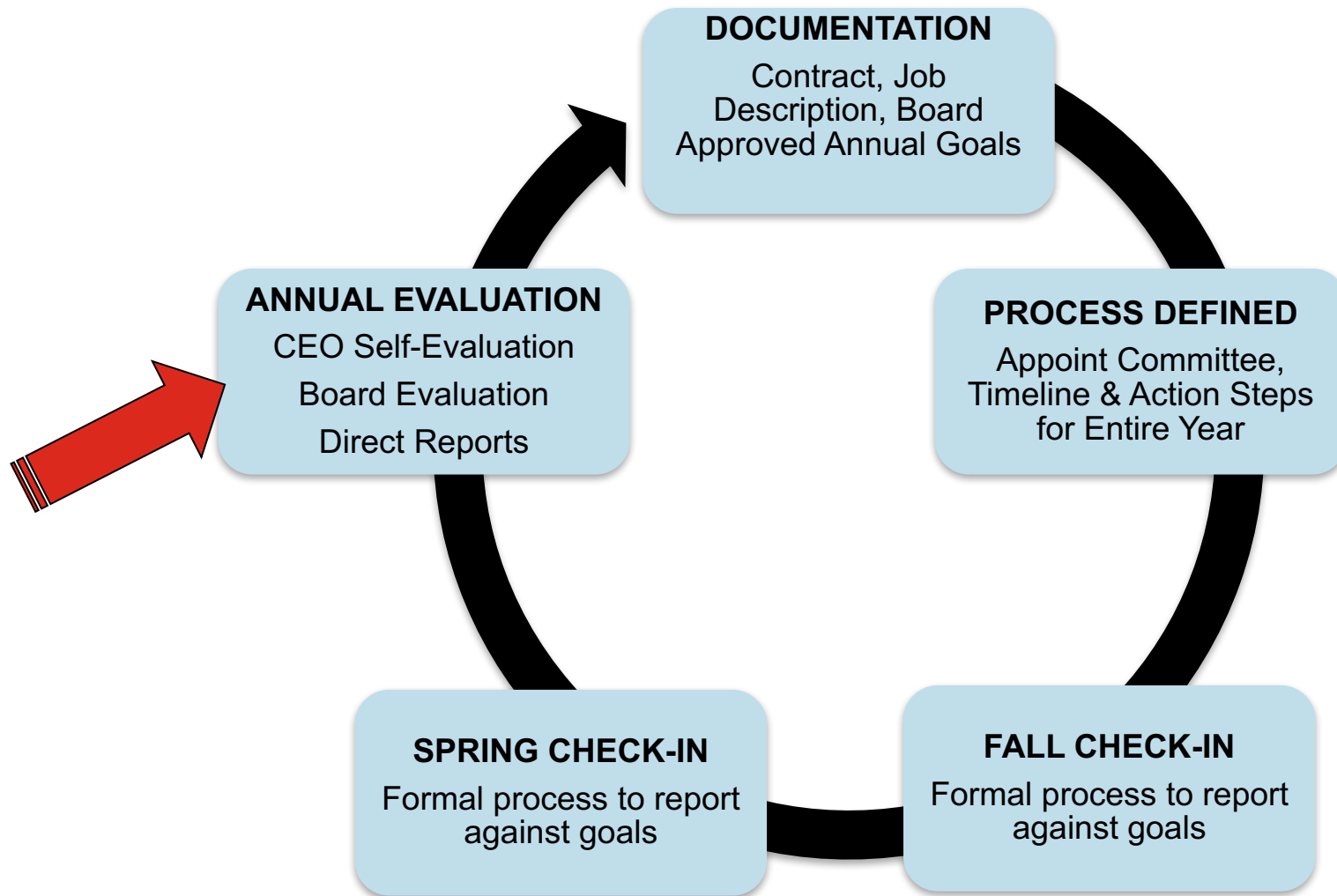
Questions?



End of Year CEO Evaluation



End of the Year CEO Evaluation





KEY ACTION STEPS

1. Form CEO Evaluation Committee
2. Develop a Timeline
3. Determine Evaluation Tool/Instrument
4. CEO Completes Self-Evaluation, Self-Evaluation Shared with Board
5. Board and Direct Reports Complete Evaluation



KEY ACTION STEPS

6. Determine additional data points to be used and collect data
7. Discuss results with full board
8. Create a summary memo to share with the CEO
9. Hold in person meeting with CEO to share results
10. Goals and action plan created for next year



Step #1: Form CEO Evaluation Committee

▶ Who should serve on the committee?

It's recommended that the Board Chair serve on this committee, and preferably someone with HR or managerial experience.

Ideally three members.

Appoint one person as the chair/evaluation coordinator. Typically better if this is not the Board Chair.



Step #2: Develop a Timeline

Tips

- ▶ Map backwards from the desired end date.
- ▶ Write down process steps and timeline.
- ▶ Get input from the CEO.
- ▶ Have the timeline and process approved by the full board.



Step #3: Determine What Tool / Instrument You Will Use

Options

- ▶ BoardOnTrack's Online Tool
- ▶ Homegrown
- ▶ Other options?

Ideally one that has been road-tested with charter schools nationwide.

Tool that focuses on the CEO job not the Superintendent or Principal only.



Step #4: Determine What Additional Data Points Will Be Used

Examples include:

- ▶ Report from CEO on board approved goals for the year and progress towards completion
- ▶ State Test Scores
- ▶ Annual parent satisfaction surveys
- ▶ Annual staff satisfaction surveys

*Think as if you are building a
“portfolio” of data points.*



Step #5: CEO Completes Self-Evaluation

- ▶ We highly recommend that the CEO complete their self-evaluation enough in advance that it can be used by the full board while they complete their portion of the evaluation.
- ▶ Agree upon a completion date with CEO.
- ▶ Share CEO self-evaluation with the full board.
- ▶ *The self-evaluation can also be shared with the direct reports.*



Step #6: Board and Direct Reports Complete Evaluation

- ▶ **FULL** board completes evaluation by agreed upon time.
- ▶ Direct reports complete evaluation by agreed upon time.

Step #7: Full Board Discusses Results

- ▶ **FULL** board discusses results and agrees to speak with one voice.



Step #8: Create Memo to Share with the CEO

- ▶ Committee drafts a summary memo.
- ▶ **FULL BOARD** reviews memo together.
- ▶ **FULL BOARD** agrees to speak with one voice.



Step #9: In-person meeting with CEO to share results

- ▶ Ideally a smaller subset (the committee) meets with the CEO to share feedback.
- ▶ We recommend not sharing the documents/memo in advance but providing it after the discussion.



Step #10: Action Plan and Goals for Next Year

- ▶ Develop concrete goals and an action plan for the next school year.



What Does This Look Like in Action?




BoardOnTrack's CEO Evaluation Tool

- ▶ After watching boards botch this for more than a decade we set out to build an effective and efficient tool.
- ▶ It is online, web-based
- ▶ Includes one survey instrument – the same instrument is completed by the CEO, Full Board and Direct Reports
- ▶ Includes training videos, templates and helps you execute our 10 recommended steps.



BoardOnTrack's CEO Evaluation Process Timeline

Steps You Through Our Recommended Steps

 BoardOnTrack

Dashboard

Meetings

Documents

OKRs

Coach

Assessments

★ CEO Evaluations

Team

Resources




Settings

Picasso Academy (BOT Demo)

< Gina Fafard FY 2015 - 2016

PROCESS

SURVEY

Action	Due	Achieved
<div>✓</div> <div>Ensure committee is formed</div> <div>The board chair ensures that a CEO Support and Eval committee exists with an assigned chairperson. Learn how.</div> <div>↓</div>	4/2/2016	4/5/2016
<div>✗</div> <div>Open the CEO self evaluation</div> <div>Request the CEO to complete their self evaluation prior to the board being requested to complete their evaluations. Learn how. Review the questions prior to opening the survey here.</div> <div>↓</div>	4/9/2016 	<div>OPEN</div>
<div>○</div> <div>Complete the CEO self evaluation</div> <div>Complete your self evaluation as requested by the board. Learn how.</div> <div>↓</div>	4/17/2016 	
<div>○</div> <div>Share the CEO self evaluation</div> <div>Share the CEO's Self Evaluation with the board. It is recommended that this be done before requesting the board to take their evaluation surveys. Learn how.</div> <div>↓</div>	4/17/2016 	



Overview of CEO Evaluation Tool

- ▶ On-line survey
- ▶ 60 questions:
 - 57 closed ended with comments at the end of each category
 - 3 open ended questions
- ▶ 2 main sections: core competencies and job specific competencies
- ▶ 5-point rating scale:
 - With 1 = Unsatisfactory, 3 = Meets Expectations, 5 = Far Exceeds Expectations



Core Competencies

- ▶ Demonstrates integrity
- ▶ Cultivates a culture of excellence
- ▶ Drives academic excellence/student performance



Role Specific Competencies

- ▶ Actively promotes org. and ensures resources
- ▶ Ensures adequate facilities
- ▶ Partners with the board
- ▶ Engages the community
- ▶ Overall leadership & performance
- ▶ Leads the educational program
- ▶ Develops & leads staff
- ▶ Manages organization's compliance & admin
- ▶ Builds and maintains family satisfaction
- ▶ Manages financial performance



Open Ended Questions

- ▶ CEO's most significant accomplishments and/or strengths?
- ▶ Top 3 things the CEO should do to move the organization forward?
- ▶ List any key challenges in year ahead for CEO and/or organization.

EXAMPLE



Core Competency: Demonstrates Integrity

	1	2	3	4	5	N/A
Deals with others in straightforward, honest and ethical manner.						
Behaves in a way that supports the organization's mission, vision and values.						
Admits mistakes and takes timely corrective action.						
Treats others with dignity and respect.						
ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:						



BoardOnTrack's CEO Evaluation Report (Summary)

Dashboard

Meetings

Documents

OKRs

Coach

Assessments

CEO Evaluations

Team

Resources

Admin Console

Need Help?

Picasso Academy (BOT Demo)

MIMIC Brian Carpenter

CEO Evaluation report

PROCESS

SURVEY

REPORT

CEO

Board

Staff

Demonstrating Integrity

VIEW DETAILS

4

4

3

Cultivating a Culture of Excellence

VIEW DETAILS

4

3

3

Driving Academic Excellence/Student Performance

VIEW DETAILS

4

3

2

Leading the Educational Program

VIEW DETAILS

4

2

2

Developing and Leading Staff

VIEW DETAILS

4

4

4

Managing Organizational Compliance and

MEMO

Memo for Gina 2015-2016.docx

Brian Carpenter 10 days ago

Choose File No file chosen

DOCUMENTS

Objectives.pdf

Brian Carpenter 10 days ago

KPIS.csv

Brian Carpenter 10 days ago

Sample Teacher Survey Question..

Brian Carpenter 10 days ago

Drag & Drop to Upload

BROWSE COMPUTER

PARTICIPANTS

CEO

Gina Fafard

Board

Brian Carpenter

www.BoardOnTrack.com



BoardOnTrack's CEO Evaluation Report (Detail)

BoardOnTrack

Dashboard

Meetings

Documents

OKRs

Coach

Assessments

CEO Evaluations

Team

Resources

Admin Console

Need Help?

Picasso Academy (BOT Demo)

MIMIC Brian Carpenter

< REPORT: Demonstrating Integrity

PROCESS SURVEY **REPORT**

CEO Board Staff

OVERALL SCORE

4 4 3

✓

5 4 4

Deal with others in straightforward, honest and ethical manner.

3 3 3

Behave in a way that supports the organization's mission, vision and values.

4 4 4

Admit mistakes and take timely corrective action.

3 4 3

Treat others with dignity and respect.

Additional Comments or Examples

MEMO

Memo for Gina 2015-2016.docx

Brian Carpenter 10 days ago

DOCUMENTS

Objectives.pdf

Brian Carpenter 10 days ago

KPIS.csv

Brian Carpenter 10 days ago

Sample Teacher Survey Question..

Brian Carpenter 10 days ago

Drag & Drop to Upload

BROWSE COMPUTER

PARTICIPANTS

CEO

✓

Gina Fafard

Board

✓

Brian Carpenter

www.BoardOnTrack.com



Questions?

**Let Us Know How We Can Help
info@boardontrack.com**

<http://pages.boardontrack.com/nyc>