

Board Training

May 27, 2020



Agenda

Time	Topic
5:00-5:20 pm	Welcome & Updates Dr. Terry Croy Lewis, Executive Director
5:20-5:40 pm	Finance Updates Amanda Karger, Director of Finance
5:40-5:55	Q&A
5:55-6:00	Closing

CSI Board Governance Supports

Dr. Terry Croy Lewis
CSI Executive Director



CSI believes that behind every successful charter school is a high-performing governing board.



Board Governance Newsletter is sent on a quarterly basis to CSI school board members and provides policy updates, resources, reminders of upcoming deadlines, and training opportunities.



Strategic Planning resources and training are available to assist boards in implementing a process for creating a strategic plan that addresses the school's specific needs and aligns with established academic targets.



Regional Board Training & Networking Events are offered four times per year in various regions across Colorado. The events provide training and networking opportunities for CSI school governing board members.



Customized Board Leadership & Conflict Resolution Coaching is provided by CSI consultants to address both planned and ad hoc requests of school governing boards. CSI governing boards can receive ~9 hours of tailored support annually.



Regional CSI Board Meetings are offered annually in various regions across Colorado. These provide an opportunity for school governing board members to engage with CSI Board members.



Resources and Webinars are developed by CSI Staff on an ongoing basis throughout the year to address key topics relating to accountability, charter renewal, financial compliance, board meeting and minutes protocols.



Online Resources

[CSI's School Board Governance Library](#)

- Strategic Planning
- Board Meeting Compliance
 - Including Virtual Board Meeting Checklist (new!)
- School Leader Evaluations





Board Needs Assessment Results

Most wanted training topics (in order):

1. School policy development or review
2. Financial oversight
3. School leader evaluations
4. Strategic planning

Themes in training formats:

- Virtual attendance options
- Pre-recorded/on demand for onboarding new members

School Leader Evaluations

Dr. Terry Croy Lewis
CSI Executive Director



Why isn't school leader evaluation always a board priority?

Other issues seem more pressing

School leader reluctance

Lack understanding of educational components or how to evaluate it

Process used is superficial or too complex

BOD has faith in school leader

Time



Common Mistakes

- Not having a **formal process** and details clearly documented ahead of time
- Inappropriate or **ineffective timeline** for the process
 - Starting the process too late in the year
 - BOD and leader support lacking
- A **lack of supporting evidence** (charter contract, strategic priorities, school leader job description, etc.)

A Sample Checklist for Evaluation Process Development



Developing a School Leader Evaluation Process	+/-
1. Develop a yearlong school leader evaluation process inclusive of feedback between the board and the school leader.	
2. Create goals for the process with your school leader. Write down what the board and the school leader want to achieve with this process and use this as a check to make sure your process is doing these things.	
3. Establish a school leader evaluation committee.	
4. Have the committee set a documented process detailing what will happen throughout the year, the timeline, and who is responsible.	
5. Have this process approved by the full board.	
6. Have the committee create or adopt evaluation tools.	
7. Have evaluation tools approved by the full board.	



Good Reminders

- ✓ Keep the process streamlined
- ✓ Fair and fact-based with no surprises
- ✓ School leader should have input
- ✓ Include a self-assessment process
- ✓ Seek continuous improvements based on learning and research-based data
- ✓ Identify recommendations and commendations of performance



School Leader Timeline

Late Summer/Prior
to Start of School

- Set performance goals for the school year
- Board reviews and approves plan

December/January:
Mid-Year Evaluation

- School leader writes mid-year self-assessment against goals
- Board reviews, gives performance feedback, approves
- Board President provides collective board feedback, delivers mid-year performance evaluation
- Decision for contract renewal

Spring: Year-End
Evaluation

- School leader writes year-end self-assessment
- Feedback is collected
- Board reviews, provides performance feedback, approves
- Board President provides collective board feedback, delivers year-end performance evaluation



School Leader Eval Sample

Evaluation Summary

Objectives were previously identified and agreed upon per *Executive Director of Schools Job Responsibilities* document in the following areas; please make specific comments/observations on each and assign a rating from 1 to 4.

Category	Weight	RATING	WEIGHT X RATING	RATING	WEIGHT X RATING
		Self-Evaluation	Weighted Self-Evaluation Rating	Admin Evaluation	Weighted Administrator Rating
I. Parent and Student Relations	15%				
II. Financial Stability	20%				
III. Educational Success	20%				
IV. Staff Management	20%				
V. Operational Success	15%				
VI. Positive Contribution to the School Environment	10%				
	100%				

Rating Scale: 4 = Exceeds expectations; 3 = Proficient expectations; 2 = Developing expectations; 1 = Expectations not met

Additional Resources: <https://resources.csi.state.co.us/school-board-governance-library/>

Financial Updates

Amanda Karger
CSI Director of Finance



Key Takeaways



Significant uncertainty will persist – both financially and operationally.



Persistent uncertainty will require a high degree of adaptability.



A strong multi-year financial strategy will be key to optimizing a school's ability to adapt.



Board's Role



Conservative Assumptions for Enrollment and PPR



Create budgets that allow for flexibility
Modify financial policies and procedures



Review Multi Year Forecast
Set reserve expectations to optimize a multi-year strategy





Waiting...and waiting



Not Yet!



Advocacy



Disproportionate Reductions

The proposed cuts disproportionately drain funding from one public school type at significantly higher rates than others: CSI charter schools. Under the current proposal, CSI schools would face *an additional \$156 per pupil reduction in funding—that's on top of the expected cuts to PPR and state grants.*

Impact to District-Run Schools



Impact to CSI Schools



Per Pupil Impact	District-Run Schools	CSI Schools
PPR	TBD	TBD
State Grants	-\$54	-\$54
Charter Capital Construction	—	-\$60
CSI Mill Levy Equalization	—	-\$96
Total	-\$54	-\$210

*All revenue and expenditure assumptions subject to change



Looking Back



ADVOCACY



Economic Forecast

- Recession is **2x** deeper than the Great Recession
- **Persistent Uncertainty**
- Record unemployment

State Budget Gap

- **\$3.3B** (25%) deficit
- K12 = **36%** of state budget
- **\$304M** General Fund to keep the BSF flat

Joint Budget Committee

- Apr 27– May 22
- **K12 Placeholder** in Long Bill
- Every state service was impacted



Looking Ahead



ADVOCACY



Legislative Timeline

- Narrow focus
- Timeline is unknown

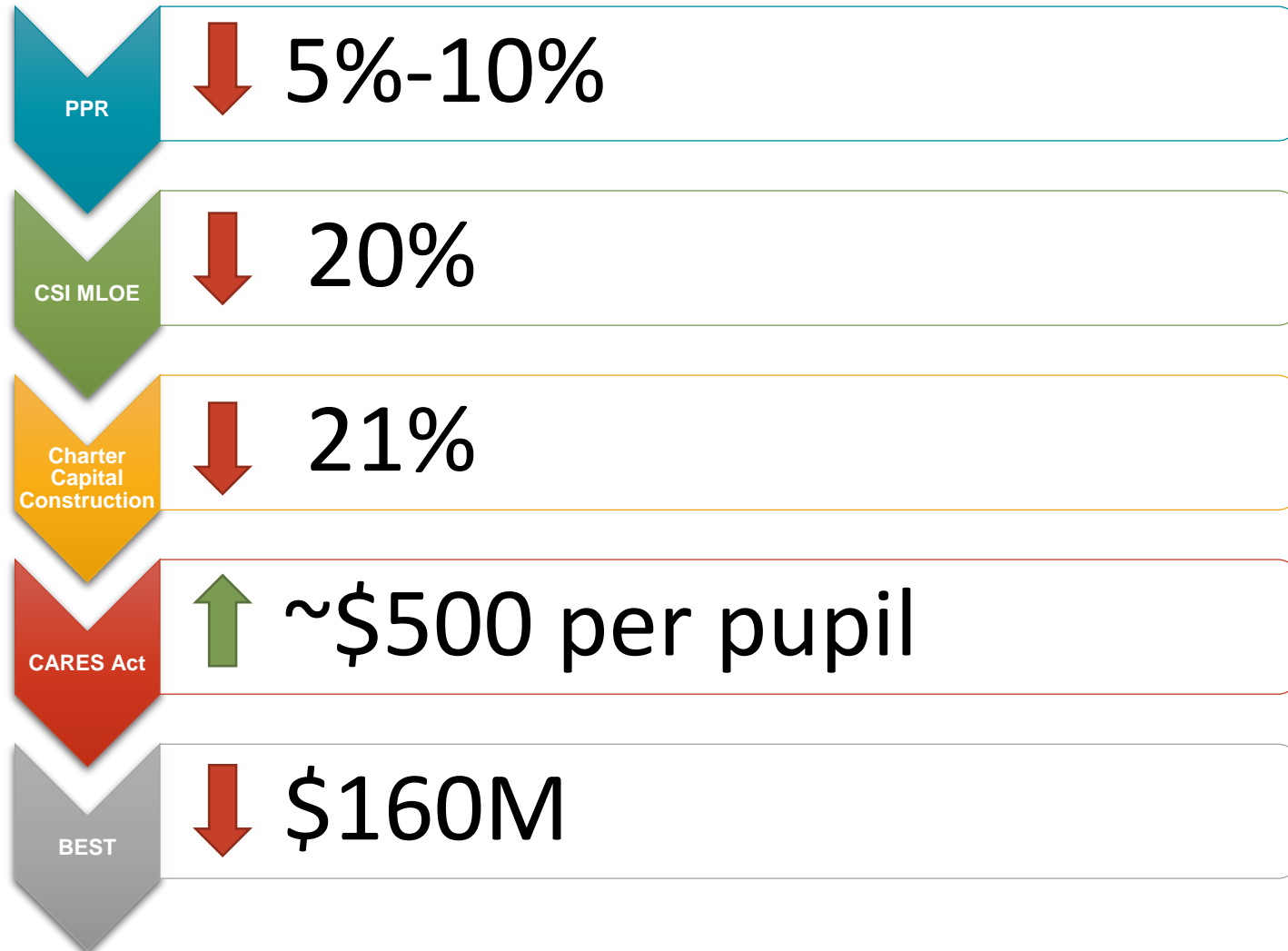
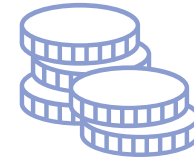
What could change?

- PPR
- State competitive grants
- CSI MLOE
- Charter Cap Construction
- BEST

Persistent Uncertainty

- Forecast error
- Additional economic impacts
- Costs to implement new health requirements

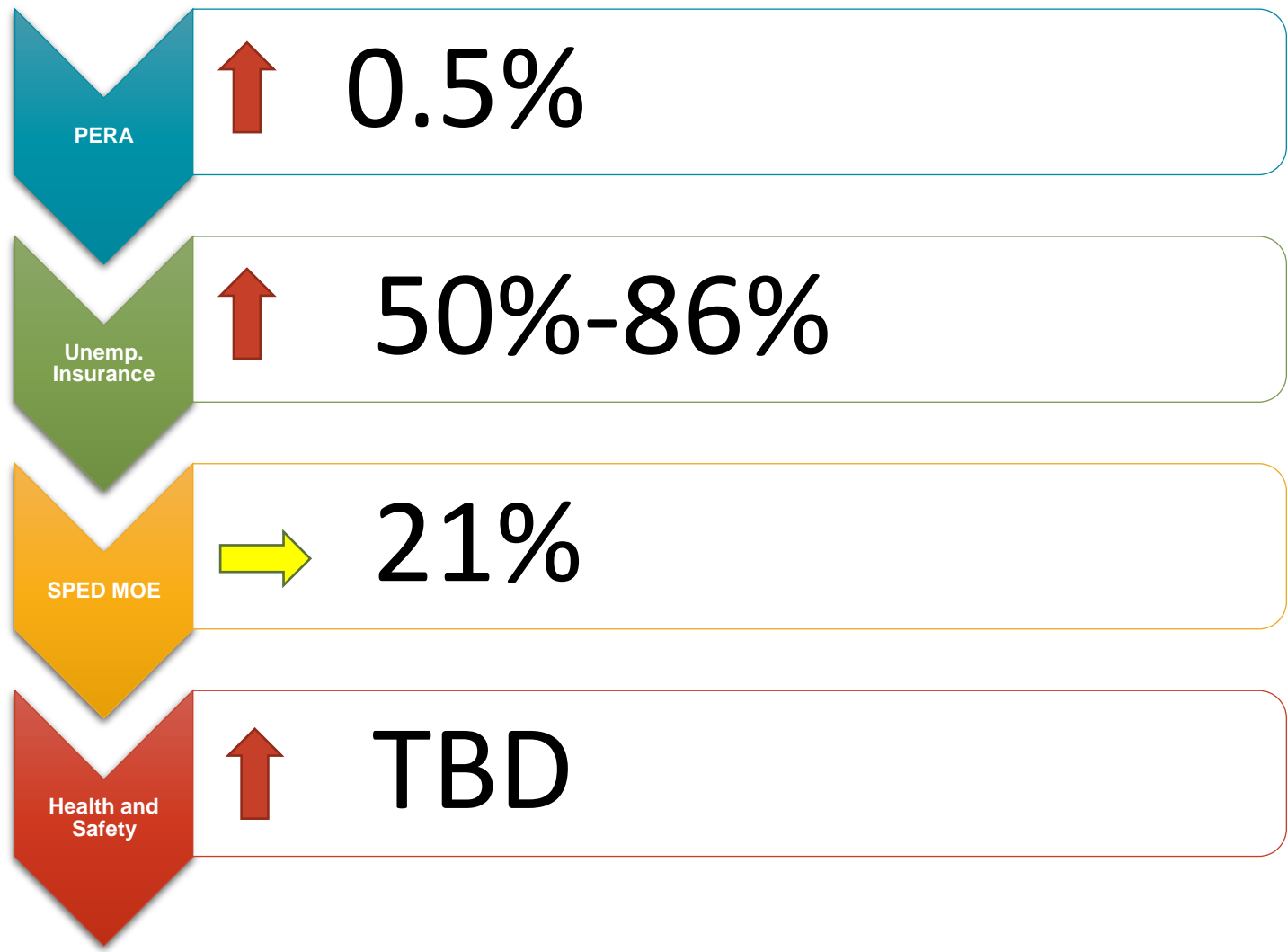
FY 2020-21 Revenue



*All revenue and expenditure assumptions subject to change



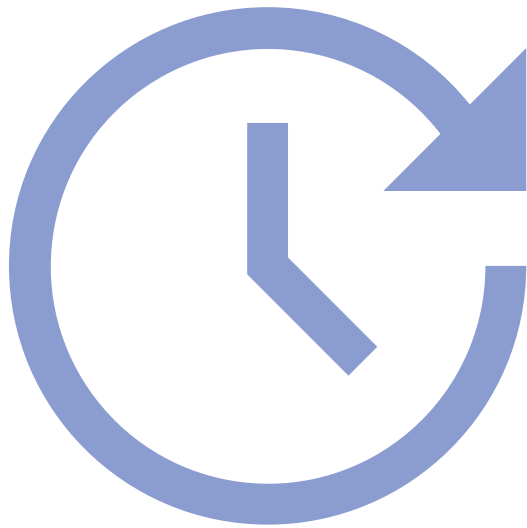
FY 2020-21 Expenditures



*All revenue and expenditure assumptions subject to change



Future Outlook



Mid-Year Recission

Year 2 impacts

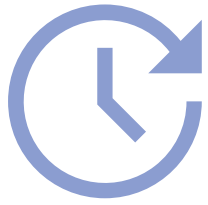
Strategic use of
reserves



Mid Year Recissions

- Forecast uncertainty
 - State revenues
 - Local revenues
 - F/R pupil counts





Out Year Impacts

- **FY 21-22**

- Assessed Valuation
- Projected loss in \$250M from total program that will need to be offset
- Additional state GF gap of over \$600M

- **FY 22-23**

- Additional \$600M GF gap

- **FY 23-24**

- Additional lingering Assessed value impact



Long term strategies

- Conservative revenue assumption
 - Enrollment
 - Fees
 - Donations/Grants
- Fixed Cost control
 - Facility finance restructure
 - Admin salaries
 - Beware of deferred maintenance
- Reserves
 - Minimum reserves
 - Strategic use of reserves

*All revenue and expenditure assumptions subject to change