

The Charter Board Partners Goal Setting Framework is designed to help boards with a critical piece of board work- acting strategically. The framework that follows will help your board chart a course forward.

Process: This planning process is divided into two parts:

- I. Setting Goals and Metrics for specific buckets
- II. Identifying and Prioritizing Strategies to reach the Specified Goals

I. Set Goals and Metrics

Charter Board Partners has found that there are roughly six areas that boards tend to focus their attention. Note that your board may consider all of these, some of these, or different areas that are important to your school and board.

We recommend goals be set against Academics/School Performance, Finance and Governance, at the very least.

Consider the following list.

- Academics/School Performance
- Finance
- School Culture/Community Engagement
- Human Resources
- Facilities
- Governance

1. Under each area, consider what specific outcome your board would like to see. These will be SMART (**Specific Measurable Attainable Realistic Timely**) goals/metrics.

Note that general goals will suffice for now, but it will be important for someone (or a subset of the board) to identify numeric targets derived from baseline data and benchmarks to determine what is ambitious/realistic.

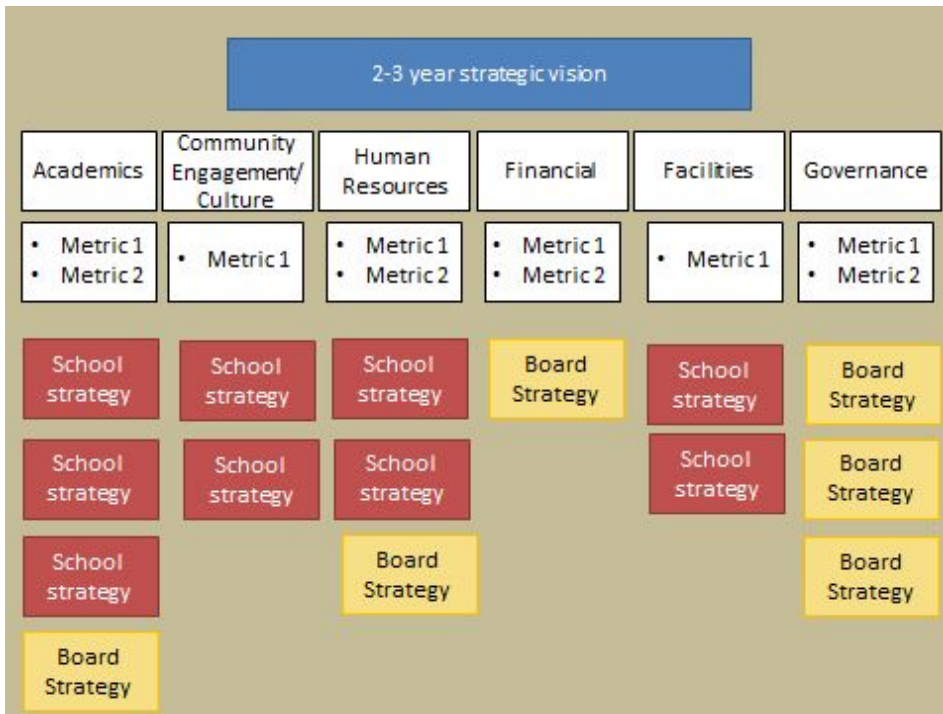
2. Your group should come to consensus around the goals/metrics for each area. There should be **no more than two goals/metrics for each bucket**. Your school and board may have many things that they want to accomplish in order to reach the strategic vision, but often if too many goals are set, the efforts are not sustainable. *Consider the most important things that need to get completed in the next year and what can be put off in the short term.*

II. Identify and Prioritize Strategies to Reach Goals

1. Once you have your goals/metrics, identify and prioritize strategies for how to achieve each goal. These strategies should be actions the board or school will take this upcoming school year. Ideally, **prioritize only 3-5 strategies per goal area for this upcoming year**. If possible, **identify a single overall responsible owner for each strategy**. This may be a committee chair or member on the board side or the school leader or member of school team on the school side.

2. Use the worksheet provided to capture your thinking.

After completing all of the steps, you should have a strong architecture for achieving your goals for the coming year. Below is an example of what this exercise might look like after working through this process.



Committee Tasks:

Academics:

- 1.
- 2.
- 3.
- 4.

Finance

- 1.
- 2.
- 3.
- 4.

Governance

- 1.
- 2.
- 3.
- 4.

Sample Goals

- By June 30, 2019, the board will contribute to the development of and approve the use of an academic dashboard for monitoring student outcomes to be reviewed at all board meetings
- Within one month of new members joining the XYZ board, the academic committee will provide onboarding session for each new board member on our student achievement goals, metrics, and education landscape to ensure they have the knowledge they need to understand school data and make effective board-level decisions.
- The governance committee will create board member and chair succession plan by January 2020 in anticipation of board turnover in September 2021.
- By September 1, 2019, the governance committee will revise board and committee expectation descriptions
- By December 31, 2019, all board members will provide a financial gift to the school that is personally meaningful to them
- By June 2019, the School Performance Committee will have created a School Leader evaluation process, agreed upon with the School Leader and shared with the full board.
- By November 30, 2019, all board members will serve on at least one committee and will commit to attend no fewer than 80% of board and committee meetings.
- By EOY 2019-2020: Student Growth/performance -Standardized Test Goal (80% proficient) -PreK-2 (80% would show sufficient growth on school benchmark)
- By mid year, parents are actively engaged and satisfied with school, as evidenced by 70% participation in school wide events, and 80% participation on parent survey with 60% satisfaction rates.
- By May 31, 2020 the Finance Committee will implement a sustainable financial model and include plans to build up 3% reserves.
- By June 30, 2020 XYZ School school culture will rank among the top Tier Schools (25%) when measured using the Insight Survey Metric System.
- By June 20, 2019 XYZ will have its own and recognizable school website and staff email addresses that identify it as its own school.
- By September 1, 2019 XYZ school will meet or exceed annual enrollment projection (800 in SY19-20)
- By March 31, 2020 we will raise \$500k to complete facilities renovation/new addition, including renovation of athletic field
- By December 2019, we will create and implement a new teacher recruitment and retention plan, including a new compensation model, to ensure retention of 80% of teachers rated effective or highly effective by their principal
- By the end of the school year, 90% of seniors will graduate and 100% of graduates will be accepted into college

- By May 1, 2019, secure a facility large enough to hold 300 students and faculty.
- Enroll 200 students for initial class, plus at least 50 names on waiting list, by June 1, 2019
- By May 30th, 2019, the board will approve a balanced and fiscally sound budget (with program alignment considerations) for SY 19-20.
- XYZ school will have positive, clear, coherent brand that is recognizable by developing a re-branding plan by June 20, 2020.
- The board will create and approve a strategic, multi-year plan, which includes development goals, by end of 19/20 school year.
- By September 30th, 2019, the board will have a process to review, revise and confirm management contract requirements.
- By January 1, 2020, the board will elect a new board chair and ensure a smooth leadership transition.
- By February, 2020, the governance committee will define board composition needs and onboard 2-4 new members who represent missing skill sets.
- By August 15, 2019, the board will approve 2019-2020 school leader goals, and implement a school leader evaluation process that measures progress against those goals and includes regular opportunities for support and feedback.
- By March 2020, the facilities committee in conjunction with the school leader will present a facilities financing plan to the full board
- By December, 2019, all board members will be equipped with personal stories and connections to the school by volunteering at least once at the school, in order to serve as an effective ambassador for XYZ school
- By June, 2019, the board will approve a supportive professional development opportunity for the School Leader