


SCHOOL BOARD GOVERNANCE: THE ART OF ASKING THE RIGHT QUESTIONS



Candace L. Sorensen



OVERVIEW

- *ABCs of Board Work*
- *Key Performance Indicators*
- *Dashboards that Tell the Story*
 - Q&A

ABC Oversight

- *Academics*
- *Budget (Finance)*
- *Climate/Culture*

Governance vs. Management

- *Focus on the ends (the what)*
- *Delegate (the how)*
- *Monitor (did it work?)*

Board Committees

- *Board committees make it possible for a volunteer Board to manage significant amounts of information and responsibility*
- *Recommended Board committees:*
 - *Academic Excellence*
 - *Finance*
 - *School Climate/Culture*
 - *Governance*

ABC Oversight: Academics

Job: Ensure that the students are being well educated

- *Establish expectations*
- *Monitor student proficiency*
- *Monitor student growth*
- *Reevaluate expectations*

ABC Oversight: Academics

- Charter Contract Goal: “The Academy shall achieve or demonstrate measurable progress for all groups of pupils toward the achievement of the educational goal identified in Schedule 7b.”
- Monitoring Outcomes:
 - CMU Academic Performance Report*
 - Management/Administrative Reports*

Charter Contract Standard for Proficiency:

- *Grades 2-8 reading and math*
- *Students enrolled for 3+ years*
- *NWEA MAP or Scantron Performance Series*
- *Spring proficiency scaled scores equal to or greater than the identified grade-level achievement targets*

Charter Contract Standard for Growth:

- *Grades 2-8 reading and math*
- *Students enrolled for 3+ years*
- *NWEA MAP or Scantron Performance Series*
- *Fall to Spring Growth rates to meet achievement target*

ABC Oversight: Budget

Job: Ensure that public dollars are being well spent

- *Allocate resources/support to get job done*
- *Resources tied to programs to achieve goals*
- *Establish expectations related to performance*

ABC Oversight: Budget

- *An essential function of the Academy Board is to use financial reporting as a tool to ensure that the approved budget remains on track throughout the course of the fiscal year.*
- *Monitoring Outcomes:*
 - CMU Fiscal Performance Report*
 - Quarterly Reports*
 - Annual Audit*

INSTRUCTIONAL SPENDING FINANCIAL OVERVIEW

Category	2013-2014 audit	2014-2015 audit	2015-2016 audit	2016-17 original budget	2016-17 amended budget	2016-17 final budget	2016-2017 audit	2017-2018 proposed budget	Change from 2016- 17 final	Change from 2015- 16 audited
Number of students	536	524	574	603	627	622	622	643	21	69
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students/classroom	24.3	22.8	24	24	25	25	25	25.7	.7/class	--
Per Pupil Funding	\$7,244	\$7,326	\$7,416	\$7,536	\$7,536	\$7,536	\$7,536	\$7,636	\$100/pp	\$220/pp
State Aid	3,848,926	\$3,778,263	\$4,191,679	\$4,463,733	\$4,633,326	\$4,598,219	\$4,598,373	\$4,820,349	\$222,130	\$628,670
Overall Revenues	5,617,407	\$5,773,660	\$5,985,006	\$6,050,330	\$6,237,271	\$6,283,473	\$6,014,502	\$6,222,397	(\$61,076)	\$237,391
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Spending on Added Needs	\$655,983	\$759,086	\$821,278	\$758,867	\$896,920	\$856,501	\$759,942	\$724,992	(\$131,509)	(\$96,286)
Spending on Special Ed	\$162,376	\$161,948	\$213,435	\$246,861	\$253,710	\$249,386	\$205,962	\$284,230	\$34,844	\$70,795
Spending on overall instruction	2,666,215	\$2,766,138	\$3,042,585	\$2,919,490	\$3,167,532	\$3,156,118	\$2,926,148	\$3,018,733	(\$137,385)	(\$23,852)
Over/Under Budget	(\$389,818)	(\$243,275)	(\$59,982)	--	--	--	(\$229,970)	--	--	--
% variance	(12.75%)	(8.1%)	(1.9%)				(7.3%)			
Per pupil spending on instruction	\$4974	\$5279	\$5301	\$4842	\$5052	\$5074	\$4704	\$4,695	(\$379/pp)	(\$606/pp)
% of Revenue spent on instruction	47%	48%	50.8%	48%	50.8%	50.2%	48.6%	48.5%	(1.7%)	(2.3%)

ABC Oversight: Climate/Culture

Job: Ensure that conditions exist for excellent teaching/learning

- *Teacher effectiveness/satisfaction/retention*
- *Classroom management*
- *Family and Student engagement*
- *Establish expectations*

State Transparency Dashboard

- Primary Metrics
- Additional Metrics : overall quality of the educational experience for students:
 - student access/equity*
 - school climate/culture*
 - student factors*
 - educator engagement*
 - understanding achievement gaps*

State Transparency Dashboard

- Chronic Absenteeism
- Advanced Coursework
- Time spent in fine arts, music, PE,
- Access to library media specialists
- Early learning options
- Before/after school programs
- Wraparound services
- Access to technology

State Transparency Dashboard

- Access to counselors, school nurse, reading specialists etc.
- Ratio of students to FTEs
- Suspension data
- Parent, staff and/or student surveys
- Student mobility
- Attendance rates
- Extra-curricular opportunities
- Recess

Governance vs. Management

Ask the big questions:

- *What are our goals/expectations?*
- *Are we meeting them?*
- *If not, why not?*
- *What strategies will help us moving forward?*

How to Assess Performance?

- *Identify key performance indicators*
- *Evaluate data*
- *Provide feedback/direction*

KEY PERFORMANCE INDICATORS

- *A performance measure*

- *A compass*

- *An important data point*

EFFECTIVE KPIs

- *well-defined and quantifiable*
 - *well communicated*
- *crucial to achieving your goal*
 - *And. . . not too many!*

Data Overload!



BOARD WORK: IDENTIFY

- *KPIs that help you monitor*
 - Academic performance
 - Budget/Fiscal accountability
 - Climate/Culture
- *Frequency and Format of Reporting*
- *Data history desired (longitudinal)*

SCHOOL LEADERSHIP WORK:

- ✓ *Create the Dashboards to Provide KPIs to the Board on a Regular Basis*
- ✓ *Explain variances*

Board Work: Monitor

ACCOUNTABILITY DASHBOARDS

Academics • Budgets • Climate

All need effective dashboards
to present KPIs with efficiency

USEFUL DASHBOARDS?



IS THE INFORMATION:

- CONCISE?
- MEANINGFUL?
- TIMELY?

- RELEVANT?
- BEST AVAILABLE?
- EASY TO UNDERSTAND?



Comparison of Roles: Academic Performance

School Administration

Board of Directors

**Develop Realistic Educational
Goals**

Comparison of Roles: Academic Performance

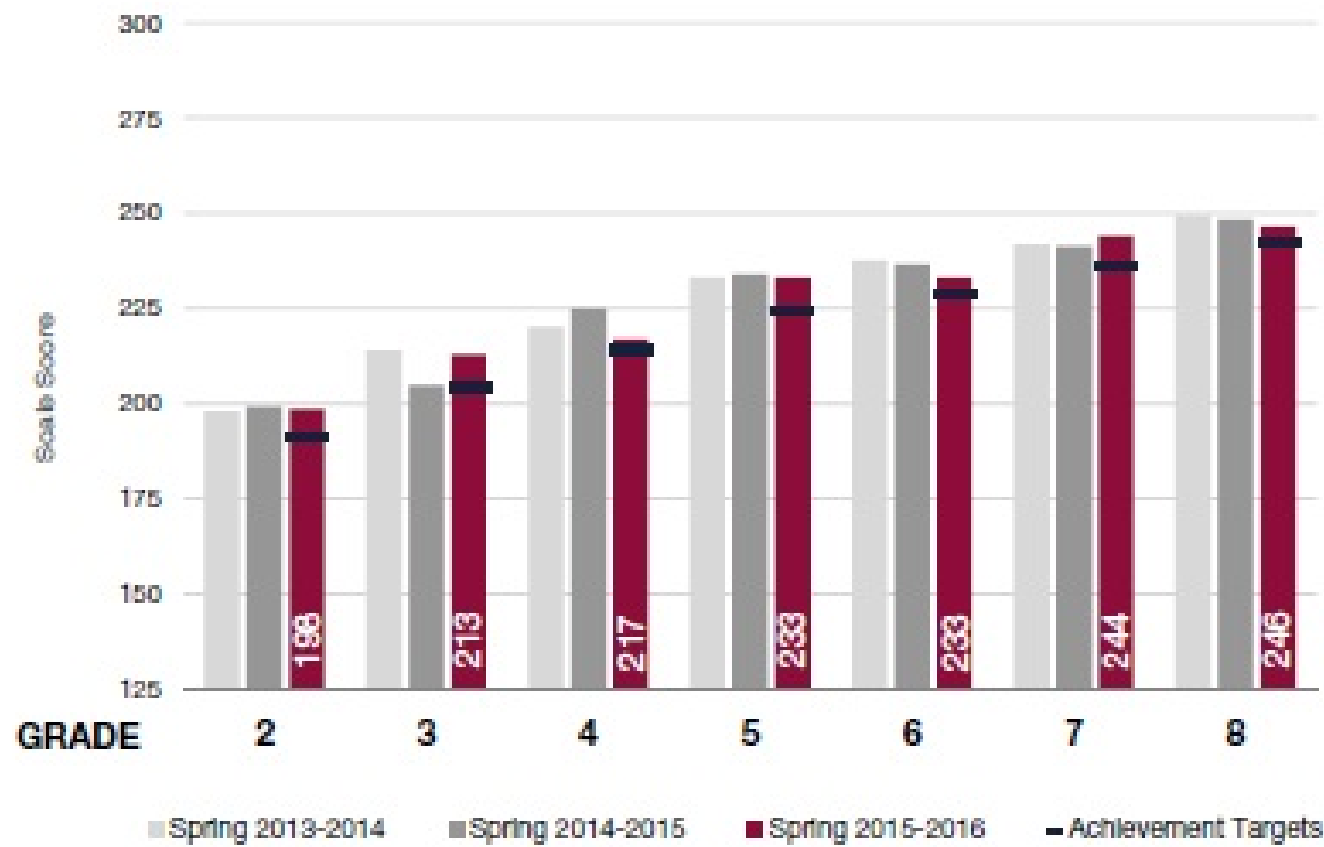
School Administration

- *Develop reports to demonstrate progress toward academic goals*
- *Explain areas of deficiency*
- *Develop and implement corrective action plans*

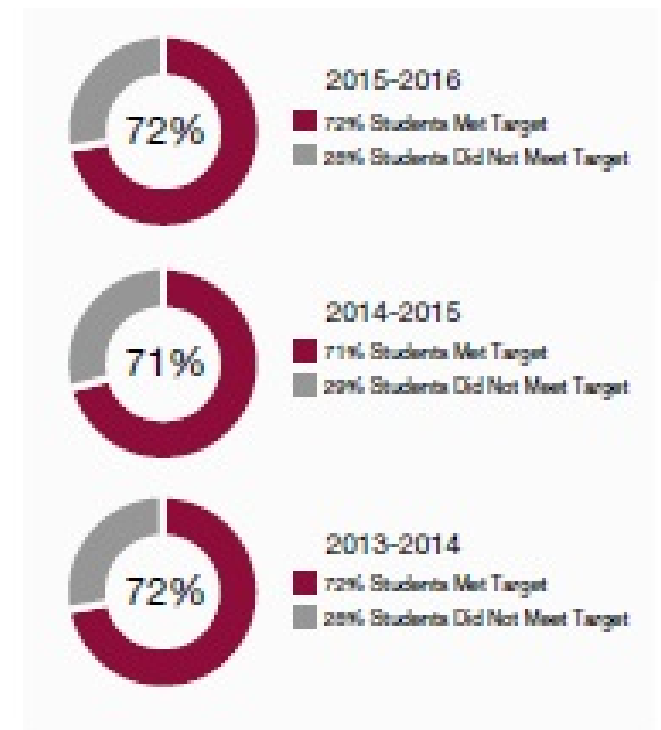
Board of Directors

- *Assess progress in achieving educational goals*
- *Review performance data and identify academic areas that need corrective action*
- *Monitor corrective action plans*

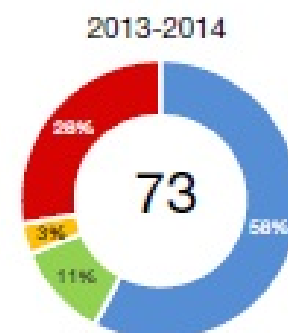
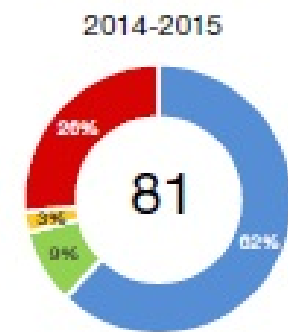
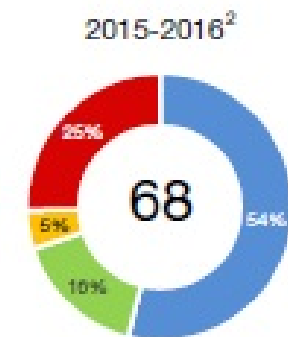
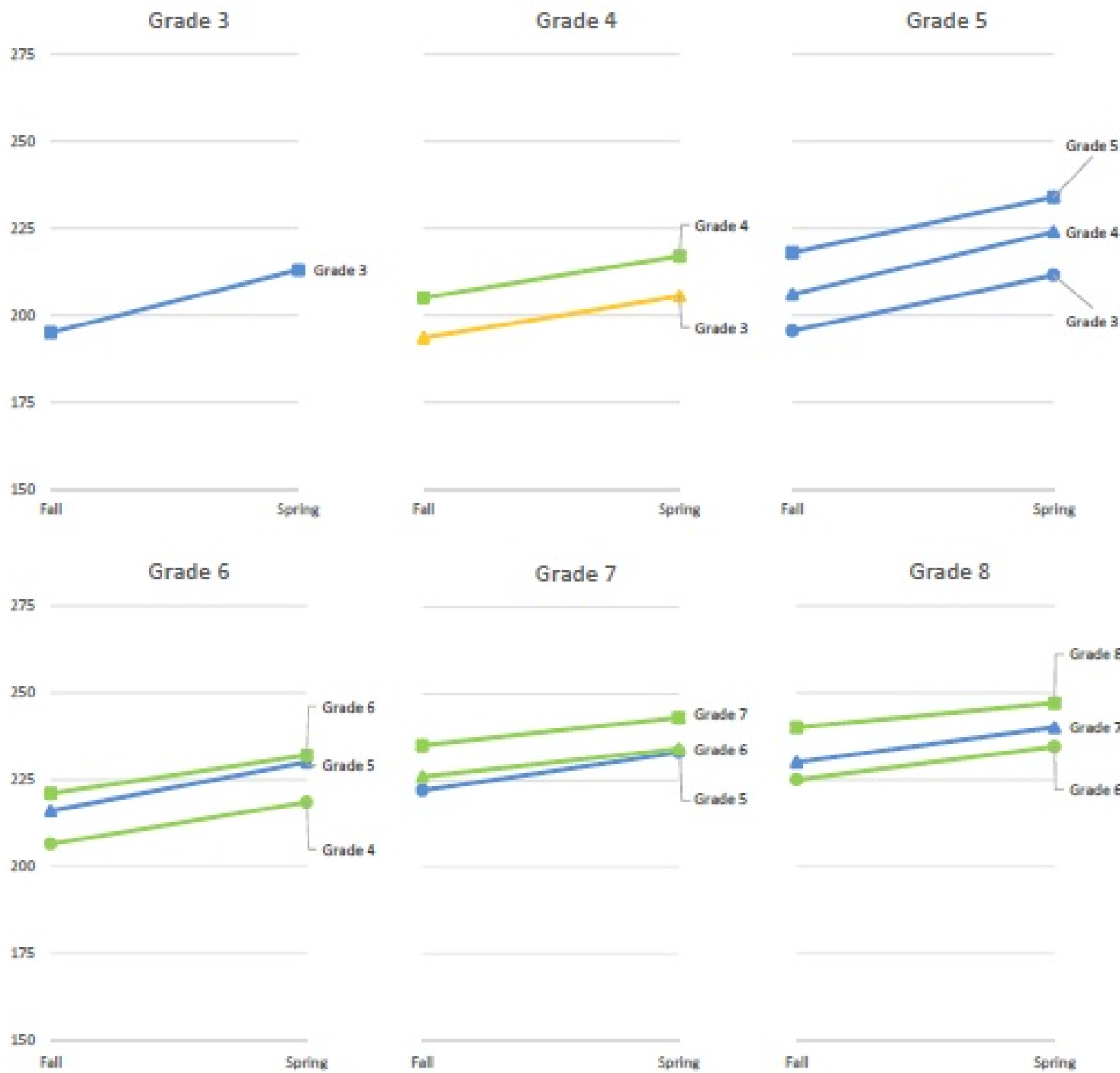
Math



Percent of Students Meeting the Target ENROLLED FOR THREE¹ OR MORE YEARS



MAP Fall-to-Spring Math Results



2013-2014
 2014-2015
 2015-2016
 Does Not Meet (1-44)
 Approaching (45-49)
 Meets (50-84)
 Exceeds (85-99)

Your Turn!

Use the KPI Worksheet and identify:

- Academic KPIs you currently monitor
- Academic KPIs you think are important

Comparison of Roles: Fiscal Accountability

School Administration

Board of Directors

Set funding priorities

Comparison of Roles: Fiscal Accountability

School Administration

- Develops proposed budget and budget amendments
- Controls expenditures in accordance with the budget
- Reports on revenues/expenses
- Explains variances

Board of Directors

- *Approves budgets and amendments*
- *Monitors revenues and expenditures*
- *Questions variances*
- *Authorizes variances through budget amendments*

	2012-2013		2013-2014		2014-2015		2015-2016	
	Amount	Percent of Revenues	Amount	Percent of Revenues	Amount	Percent of Revenues	Amount	Percent of Revenues
Revenues								
Local	\$335,586	6%	\$266,059	5%	\$289,860	5%	\$614,470	10%
State	\$5,260,863	90%	\$5,381,259	92%	\$5,447,104	91%	\$5,331,863	86%
Federal	\$222,019	4%	\$213,900	4%	\$246,453	4%	\$247,390	4%
Other	\$0	0%	\$0	0%	\$0	0%	\$0	0%
Total Revenues	\$5,818,468		\$5,861,218		\$5,983,417		\$6,193,723	

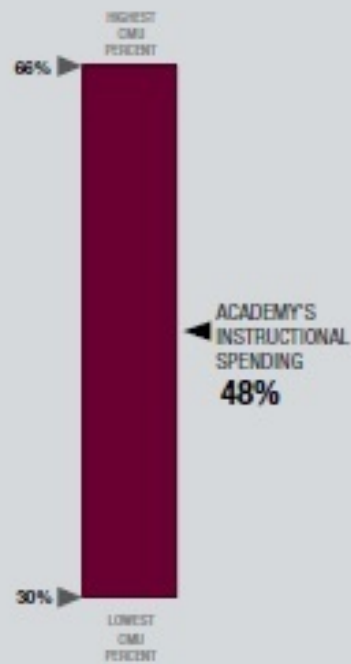
	2012-2013		2013-2014		2014-2015		2015-2016	
	Amount	Percent of Expenditures	Amount	Percent of Expenditures	Amount	Percent of Expenditures	Amount	Percent of Expenditures
Total Revenues	\$5,818,468		\$5,861,218		\$5,983,417		\$6,193,723	
Expenditures								
Instruction	\$2,890,887	50%	\$2,860,670	49%	\$2,831,505	47%	\$2,958,073	48%
Basic	\$2,297,886		\$2,389,501		\$2,311,509		\$2,388,749	
Added Needs	\$593,001		\$461,169		\$519,996		\$569,324	
Supporting Services	\$2,902,249	50%	\$2,980,532	51%	\$3,133,932	52%	\$3,233,557	52%
Pupil	\$146,349		\$156,003		\$170,797		\$208,855	
Instructional Staff	\$289,971		\$540,336		\$567,864		\$618,332	
General Administration	\$388,117		\$386,930		\$406,667		\$323,293	
School Administration	\$499,906		\$385,401		\$440,354		\$480,121	
Business	\$113,104		\$109,857		\$104,254		\$110,206	
Operations and Maint.	\$1,114,372		\$1,093,909		\$1,120,488		\$1,164,355	
Transportation	\$0		\$3,081		\$677		\$1,934	
Central	\$350,430		\$305,015		\$322,831		\$326,461	
Other	\$0		\$0		\$0		\$0	
Community Services	\$0	0%	\$0	0%	\$0	0%	\$0	0%
Outgoing Transfers and Other Transactions	\$22,054	<1%	\$16,250	<1%	\$21,165	<1%	\$2,925	<1%
Total Expenditures	\$5,815,170		\$5,857,452		\$5,986,602		\$6,194,555	
Revenues over Expenditures	\$3,298	<1%	\$3,766	<1%	(\$3,185)	<0%	(\$832)	<0%
Ending Fund Balance	\$5,157	<1%	\$8,923	<1%	\$5,738	<1%	\$4,906	<1%

INSTRUCTIONAL EXPENDITURES

These include teachers, teacher assistants, textbooks, classroom supplies and resources dealing directly with the instructional program. These are direct classroom expenditures.

Total Instructional Expenditures

2015-2016



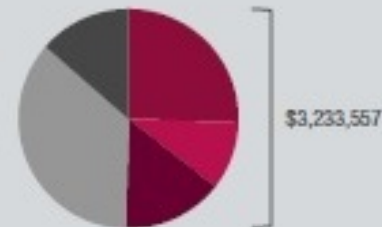
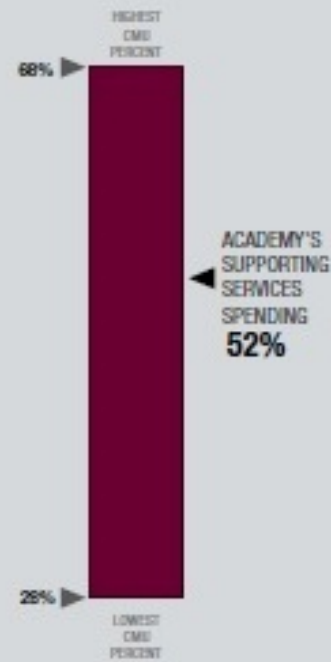
- \$2,597,834 Instructional Salaries, Benefits & Services (87.8%)
- \$45,900 Textbooks & Educational Media (1.6%)
- \$89,893 Equipment & Furniture (3.0%)
- \$224,446 Other (including Supplies & Materials) (7.6%)

SUPPORTING SERVICES EXPENDITURES

These include the cost of services that provide administrative, technical and logistical support to facilitate and enhance instruction. This classification of expenditures includes non-classroom expenditures.

Total Supporting Services Expenditures

2015-2016



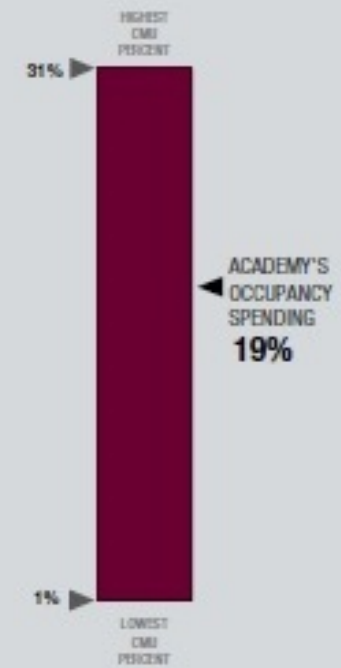
- \$827,187 Pupil/Instructional Support (25.6%)
- \$323,293 General Administration (10.0%)
- \$480,121 School Administration (14.8%)
- \$1,164,355 Operations & Maintenance (36.0%)
- \$438,601 Other (13.6%)

OCCUPANCY EXPENDITURES

These are a combination of expenditures related to keeping the physical plant open, clean and ready for daily use, which include lease payments, debt service, maintenance, improvements and other miscellaneous expenses related to the facility.

Occupancy Expenditures

2015-2016



- \$738,551 Lease/Loans/Bonds (63.4%)
- \$11,570 Janitorial & Security (1.0%)
- \$290,472 Repairs & Maintenance (25.0%)
- \$70,344 Utilities (6.0%)
- \$10,482 Insurance & Bond Premiums (0.9%)
- \$3,644 Capital Projects & Outlay (0.3%)
- \$39,292 Other (3.4%)

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Your Turn!

Use the KPI Worksheet and identify:

- Financial KPIs you currently monitor
- Financial KPIs you think are important

Comparison of Roles: School Climate/Culture

School Administration

Board of Directors

**Identify key aspects of
successful school
culture**

Comparison of Roles: School Climate/Culture

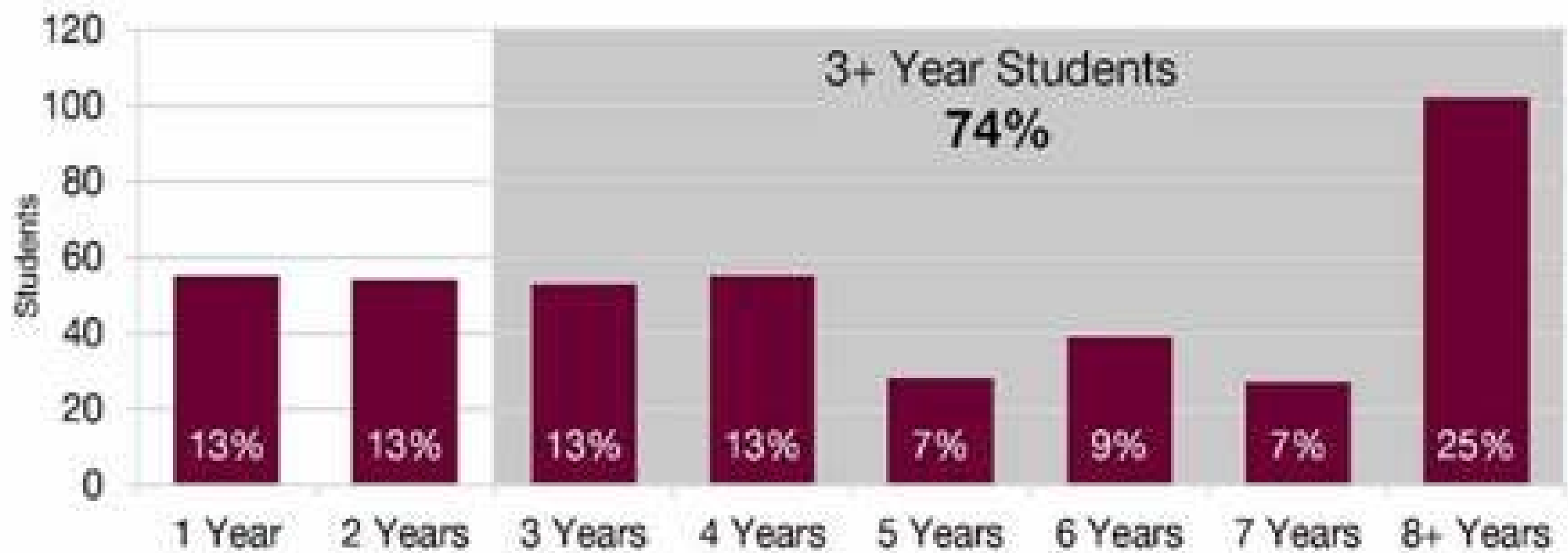
School Administration

- *Develops school culture consistent with board policy*
- *Reports to Board on various aspects of school culture*
- *Monitors stakeholder satisfaction*

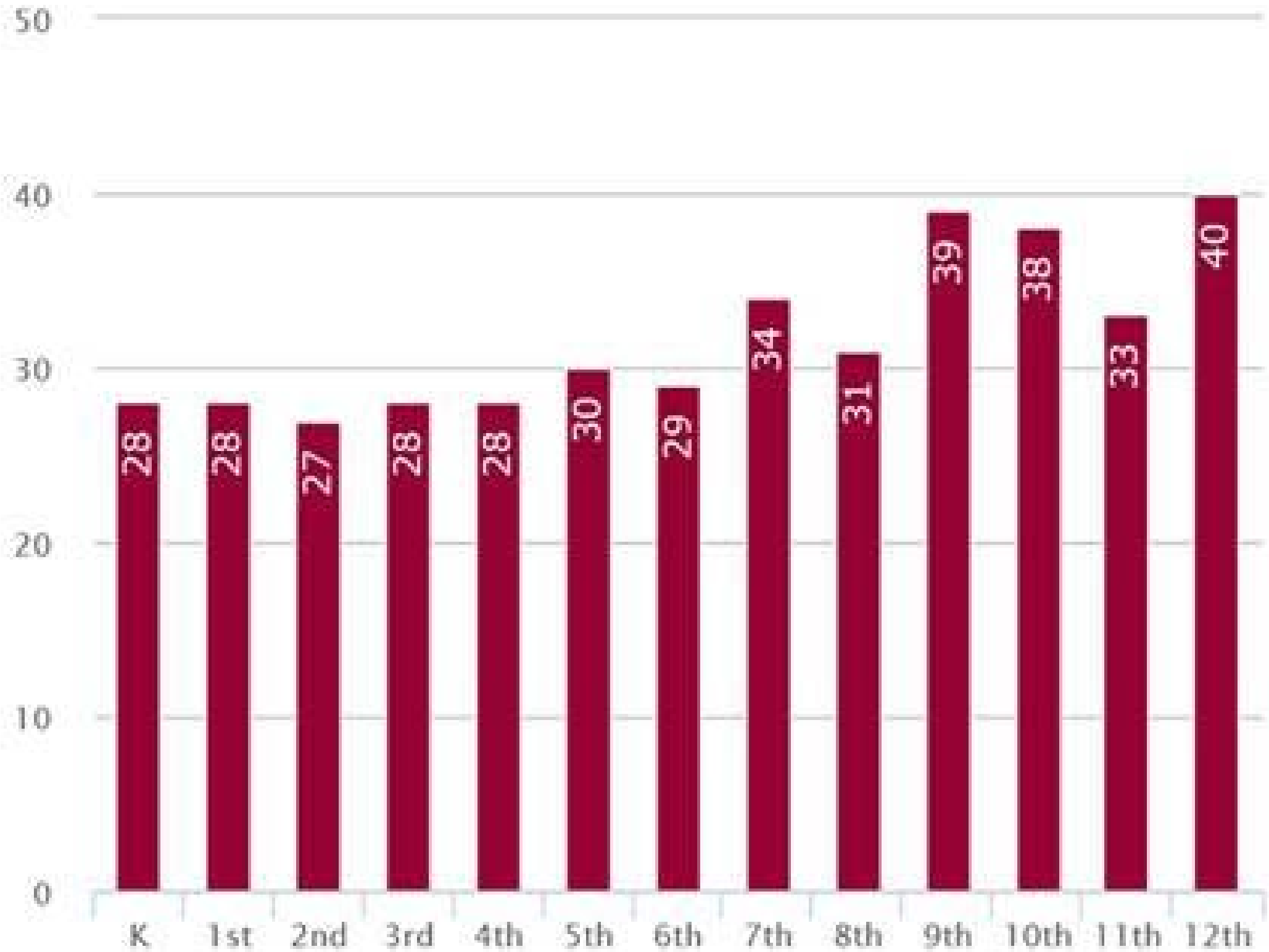
Board of Directors

- *Sets policy to govern school culture*
- *Monitors climate/culture*
- *Challenges school to be intentional*

LENGTH OF STUDENT ENROLLMENT *2016-2017*



STUDENTS PER GRADE 2016-2017



RACIAL/ETHNIC BREAKDOWN *2016-2017*

	Your School	CMU Average	State Average
American Indian	0.0%	0.3%	0.7%
Asian	0.0%	3.2%	3.3%
Hawaiian	0.0%	0.1%	0.1%
White	97.3%	39.2%	66.9%
Hispanic	0.7%	6.6%	7.6%
African American	1.9%	47.1%	17.8%
Multiracial	0.0%	3.6%	3.7%

ENROLLMENT



◆ Preliminary Count ◆ CEPI ◆ Max Enrollment

Your Turn!

Use the KPI Worksheet and identify:

- Climate/Culture KPIs you currently monitor
- Climate/Culture KPIs you think are important

“You don’t need more data. You need greater power over it.”

- *visualization tools*
- *a clear picture of where you’ve been, and where you’re heading.*
- *allowing you to easily track and share key performance indicators and trends.*
- *comparison data*

Snapshot vs. Comparison Data

Focusing on trends and peer district comparisons results in discussion and decisions that maximize perspectives and minimize short-sighted thinking.

DO YOUR CURRENT DASHBOARDS:

- *Track the KPIs the Board thinks are important?*
- *Allow you to see and celebrate areas of strength?*
- *Allow you to see and question areas of weakness?*

Closing with the obvious:

Board meetings need time to focus on governance matters



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