

NMFA 2020-2021 BOARD DEVELOPMENT PLAN

This plan describes a formal process to sustain and regenerate our Board. This plan is intended to ensure that:

- We have a working knowledge of the prevailing value system as well as talents and levels of commitment for each Board member.
- Board members understand the importance of establishing data-based methods for goal evaluation.
- Board members understand techniques for recruiting and developing new Board members as well as improving the knowledge and skills of existing Board members.
- The Board understands the difference between governance and management, guarding against intrusive micro-management.
- We have adequate strategic planning for long term sustainability.
- Board members avoid expressing individual preference at the expense of the group.
- Board members avoid expressing the power of the Board outside the confines of a Board meeting.

Plan Contents

A. Board Organization (based on goal of 7 Board Members)

Name	Board Role	Representation	Governance Committee	Finance Committee	Policy Committee
Pam Albrecht	Board Chair	Community	Chair	Member	
Michael Leary	Treasurer	Community	Member	Chair	
Ember Russell	Secretary	Teacher			Chair
David Isaacson	Member	Teacher		Member	Member
TBD	Member	Parent	Member		Member
TBD	Open	TBD	TBD	TBD	TBD
TBD	Open	TBD	TBD	TBD	TBD

B. Sustainable Board Model:

- The Governance Committee duties/scope includes:
 - Goals and strategy
 - School performance/results
 - Board involvement with Principal and Principal performance goals and feedback
 - Overall compliance assurance with education, contractual and legal requirements
 - Guides the nomination process

- The Finance Committee duties/scope includes:
 - Budget development and monitoring monthly financials
 - Finance compliance assurance
 - Finance audit
 - Reviews proposed expenditures through contracts (bids)
 - Develops a contract review process (multi years only with Board approval)
- The Policy Committee duties/scope includes:
 - Monitoring currency and effectiveness of existing policies
 - Identifying need for potential new policies and development for Board review/approval (in conjunction with Principal and other relevant contributors)
 - Creates a Policy Review Calendar (See Appendix A)
 - Reviews progress towards goals quarterly and updates Board as standing quarterly agenda item.

C. Board Development and Sustainability Goals

- Board size is at least 5 and targeted at 7 members.
- The Board meets monthly to improve effectiveness and safeguard sustainability, while prevailing upon a strong committee structure
- Board and committee attendance (recorded and reported in minutes) are kept on Google Docs
- Methods of recruitment
 - Poll teachers for 1-2 members
 - Post on Facebook
 - Ask teachers to talk to targeted parents
 - Newsletters
 - Obtain word of mouth through contacts for community representatives
- Create an attendance threshold that demonstrates the Duty of Caring (e.g., attending $\frac{3}{4}$ of Board meetings). See Board minutes for attendance documentation
- Censure behavior that is counter to Board values and good governance
- The Board holds an annual retreat/workshop to review and update short-term and long-range goals. Scheduled for early July 2021.
 - Published current and long-range goals for the Board and school are maintained on Google Docs site with access to all Board members.

- Keep key Board documents in the Board manual and located on Board Google Docs website and mirrored on school website, including:
 - Original Application of the Charter and its Bylaws,
 - Current Charter Contract
 - Board Policies
 - Handbooks
 - Leases
 - Audits
 - Calendar
 - Annual Reports
 - Board Minutes
 - Treasurers Reports
- Create a self-evaluation system (See Appendix B)
- Create a skill improvement track for individuals (See Appendix c)
- Create a group development program
 - Develop systems to assure continued cohesiveness
 - Develop systems to allow for on-going training and recording of same (see plan in D below)

D. Board Short-Term Goals (during current school year)

- Develop Opening and Contingency Plans for all 3 Scenarios to address COVID-19 impacts
- Develop Safety Plan and update policies to address changes needed for COVID-19
- Recruit at least 1 parent Board member (ASAP) and 1-2 other Board members in current school year
- Renegotiate Management Fee and long-term debt structure/promissory note
- Evaluate impact of COVID-19 impacts on achieving academic targets included in NEO Performance Matrix
- Obtain Charter School renewal approval for at least 3 years

E. Board Long-Term Goals

- Achieve Academic targets included in NEO Performance Matrix
- Integrate any NEO Board areas of concerns included in Charter School renewal approval into additional goals (or development of school closure requirements/schedule if approval not granted)

F. Make Use of Board Development Plan to achieve Board Goals:

- Utilize external Board training resources and events:
 - Complete NEO MN Charter Board website topics and collect certificates providing documentation of completion:
 - All Board members have completed all 3 Initial Board Training Learning Plans by February 2021 meeting.
 - All Board members will complete all 6 Charter Board Training Mini-Courses by July 2021 meeting. One mini course will be discussed at Board meeting each month as part of standing agenda item (beginning in December 2020 due to heavy involvement in COVID-19 contingency planning, etc.).
 - Complete review of chapters in “Charter Board School University Textbook” by June 2021 Board meeting. Monthly topics beginning in February 2021.
- Utilize internal Board training resources consistent with review of MN Charter Board Mini Courses timing, including:
 - Employment Matters – Cindy Lavorato, Attorney (February 2021 meeting)
 - Academics – Terri Privette and Rodney Bly (March 2021 meeting)
 - Governance – Cindy Lavorato (April 2021 meeting)
 - Charter School Law – Wendy Swanson-Choi, NEO (May 2021 meeting)
 - Finance – Kyle Knudson (or other TAG rep) (June 2021 meeting)
- Annual Board Retreat includes review and self-evaluation of progress against Board Development Plan (July 2021).
- New member orientation program (to be completed within first month of new Board member approval)
 - Provide a materials package for new members that includes:
 - Bylaws
 - Policies
 - Calendar
 - Handbooks
 - Web directions
 - Board expectations including hours per month and attendance
 - Committees and assignments
 - Develop a calendar of events for new members (to be created along with new Board member approval):
 - Attend at least 2 meetings before being seated
 - Complete all 6 Charter Board mini courses in the first year of election (all 3 Initial Board Training Learning Plans within first 3 months)
 - Review of Charter Board School University Textbook during first year

**APPENDIX A
POLICY REVIEW CALENDAR
(TO BE UPDATED AT ANNUAL BOARD RETREAT)**

POLICY	TARGET YEAR FOR REVIEW	CHANGES NEEDED?	BOARD REVISION DATE

**APPENDIX B
BOARD SELF-EVALUATION PROCESS
(TO BE UPDATED AT ANNUAL BOARD RETREAT)**

I. Mission, Vision and Strategic Direction			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
A. The Board ensures that mission and vision statements guide school operations	1	The Board developed a mission statement for the school and a vision statement of the preferred future for its students				1		
	2	The Board has adopted a policy that establishes expectations regarding the distribution and use of the mission and vision statements within the school community				1		Included on web site and all minutes
	3	The Board monitors the knowledge and understanding level of the staff, students, parents and community supporters of the mission and vision			1			
	4	The Board has adopted and implemented a policy and process for the periodic review of the mission and vision statements			1			

I. Mission, Vision and Strategic Direction (continued)			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
B. The Board keeps the staff and community focused on the strategic directions and long-range strategic plan for achieving the mission and fulfilling the vision	5	The Board has developed strategic directions and priorities, and approved a long-range strategic plan and short term action plans consistent with those directions			1			
	6	The Board has adopted policy that outlines the process for how staff, parents and other community stakeholders have input into planning processes (strategic plan, long range financial plan, annual budget, etc.)			1			Annual Meeting agenda
	7	The Board has approved specific performance measures for key goals of the strategic plan and short-term action plans			1			
	8	The Board has adopted a policy and process for monitoring the implementation of the long-range strategic plan and the short term action plan			1			
	9	The Board monitors the implementation of the long-range strategic plan and short term action plans			1			Annual Retreat and standing monthly Board meeting agenda items

	10	The Board evaluates the alignment of the annual budget with the priorities and goals in the long-range strategic plan and short term action plans			1			
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II. Academic and Other Student Achievement			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
C. The Board strives to ensure that the school's programs meet student needs and contribute to the academic achievement and success of students	11	The Board has adopted academic and other student achievement goals, specific measures and curriculum policies to achieve those goals				1		NEO Performance Matrix
	12	The Board has adopted and implemented a process of periodic review of academic and other student achievement results on specific measures and curriculum policy outcomes				1		Quarterly updates to NEO Performance Matrix
	13	The Board has adopted policies and approved programs for addressing the diverse needs and interests of all students and ensuring equity				1		See Policies and Policy review schedule
	14	The Board monitors academic achievement, curriculum implementation and program success, overall and by focus groups				1		
	15	The Board monitors that all academic reports to MDE are filed on time				1		

III. Financial Oversight and Management			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
D. The Board strives to ensure that the school is financially solvent, practices sound financial management practices and allocates resources to achieve the mission, vision and goals of the school	16	Board oversight of the school budget ensures that allocations are evaluated in terms of the mission, vision, goals and plans			1			
	17	The Board monitors the following financial statements monthly: a. balance sheet; b. monthly income/expenditures; c. budget vs. actual revenue & expenses; d. cash flow projections				1		
	18	The Board has developed and adopted appropriate internal financial control policies				1		
	19	The Board has developed and adopted a 3-5 year financial plan that relates to the achievement of the mission, vision and goals			1			
	20	The Board monitors the implementation of all financial management policies				1		
	21	The Board has established and empowered a Finance Committee to play a leadership role in financial oversight				1		

	22	The Board adopts policies, expectations and goals for fundraising and development activities		1				Not strong focus on significant fundraising activities
	23	The Board has adopted a policy and process for hiring the auditor				1		
	24	The Board monitors that all financial reports are filed with MN govt. agencies, including MDE and TRA, on time				1		

IV. Employment Policies and Practices			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
E. The Board appropriately delegates authority to manage operations	25	The Board has developed and adopted a policy that appropriately delegates authority for the management of the school and that defines the respective roles and responsibilities of the Board and the management			1			Clarification of roles and responsibilities of management organization in progress
F. The Board ensures that the school has effective administrative leadership managing operations	26	The Board has developed policy that establishes clear expectations for the effective management of operations			1			Clarification of roles and responsibilities of management organization in progress
	27	The Board has developed and adopted evaluation criteria and process for evaluating the Board and management			1			This tool and Board Retreat
	28	The Board has approved a succession process for major changes to the Board and management that includes addressing voluntary resignation, involuntary resignation, retirement and dismissal		1				Board member recruitment and succession planning need further work
	29	The Board has developed and adopted personnel policies that establish clear workplace expectations, processes and procedures			1			
	30	The Board monitors the implementation of personnel policies			1			

G. The Board ensures that the work environment is conducive to fulfilling the mission	31	The Board has a policy and process for annually reviewing personnel policies			1			
	32	The Board has adopted fair and just compensation and benefits for employees			1			
	33	The Board considers equity in adopting personnel policies and in hiring and evaluation procedures			1			

V. Advocacy and Outreach			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence/ (comments optional)
Standard	#	Indicator	A	B	C	D	X	
H. The Board promotes the interests of the school and its students in state and federal legislative processes	34	The Board takes action to support public policy agenda		1				
	35	The Board encourages staff to participate in the development of public policy agenda		1				
	36	Board members know their local legislators and invite them to visit the school		1				
	37	The Board ensures that legislative issues and new laws are reported to staff, parents and other community stakeholders			1			With help from NEO and MDE
I. The Board promotes the school to parents, potential parents and students and the public	38	The Board adopts guidelines and goals to guide an annual student recruitment plan				1		Marketing Plan
	39	The Board uses an equity lens in developing goals related to the student recruitment plan				1		
	40	The Board adopts expectations and goals for public relations and community outreach by staff			1			
	41	The Board monitors implementation of the student recruiting, public relations and community outreach programs				1		

	42	The Board develops and adopts policies for measuring participation and involvement levels of students, staff, parents and community members in school activities; overall and by student focus groups		1					Not at granular level indicated
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VI. Board Focus and Operations			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
J. The Board operates in a manner that helps ensure effective governance and decision-making processes	43	The Board has developed and adopted Board required and recommended operations policies			1			
	44	The Board has written charges for each of its committees, task forces and working groups			1			
	45	The Board has adopted and implemented a Board recruitment process		1				Implementation has not led to successful recruitment, so something needs improvement
	46	The Board has adopted and implemented a new Board member orientation process			1			Binder of key documents and online training from NM Charter Board modules are key elements
	47	The Board has a policy, process and timeline for periodically reviewing the Board's operational policies			1			New process being used starting this year
	48	The Board has a policy, process and timeline for reviewing operational policies			1			
	49	The individual members of the Board annually assess their own performance relative to the fiduciary duties of a MN charter school Board member						Annual Retreat agenda item

	50	The Board annually assesses its overall performance in fulfilling its duties as a Board						Annual Retreat agenda item
	51	The Board has developed and adopted a job description and expectations for Board members			1			
	52	The Board has developed and adopted a process for policymaking that includes staff and parent/guardian input			1			

VI. Board Focus and Operations (continued)			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence/ (comments optional)
Standard	#	Indicator	A	B	C	D	X	
K. The Board maintains focus on the mission of the school	53	The Board agenda items and meeting topic time allocations primarily deal with student achievement issues		1				Significant time on budget, contracts, policy issues, as well as academics
	54	The Board has allocated time in its calendar to study, reflect and discuss the philosophy and theories that are the basis of the school's program		1				Not enough time dedicated to proactive, strategic consideration vs. short term urgent issues
L. Board members are satisfied with their role and effectiveness [To be evaluated individually by each Board member in June after school year and a consensus developed at Annual Board Retreat]	55	I am involved and interested in the Board's work			1			
	56	I can contribute to the Board's work in a meaningful way			1			
	57	I am comfortable contributing my perspective in Board discussions, even if it is controversial			1			
	58	I understand my responsibilities as a Board member			1			
	59	I understand the role of the Board in the school's governance			1			
	60	Overall, I am satisfied with my experience on this Board			1			

VII. Next Steps			Please type a number 1 in the cell that represents your answer					
BOARD PERFORMANCE ASSESSMENT & GROWTH TOOL			Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know	Examples/evidence (comments optional)
Standard	#	Indicator	A	B	C	D	X	
	61	Please list 2-3 topics that you believe the Board should focus its attention on next year (in last column)						-COVID-19 Impacts -Charter School Renewal Approval -Management contract and long term loan agreements
	62	Do you have any other comments about how the Board is, or should be, working? (in last column)						

ONCE SURVEY DATA TABULATED, COMMITTEE COMPLETES SUMMARY:

By area (I-VII), average rating plus areas of significant documented performance and growth needed for May meeting

FULL BOARD CREATES "BOARD GROWTH PLAN" (at Annual Board Retreat)

By area (A-F), Tasks, Responsible party(ies), timeline

APPENDIX C

SKILLS IMPROVEMENT TRACK FOR INDIVIDUALS (Based on PROPEL Boot Camp)

**(Scale: 1=Training Not Started, 2=Training in Progress 3=Training Complete 4=Demonstrated Application of Training
5=Proficient)**

[To be completed at end of school year and used to develop Board Growth Plan for following school year]

Knowledge/Skill Area	Board Member 1	Board Member 2	Board Member 3	Board Member 4	Board Member 5	Board Member 6	Board Member 7
Lead Strategically							
Ensure Strategic Planning and Thinking							
Monitor and Evaluate Programs							
Create Robust Meetings							
Ensure Financial Stability							
Read and Interpret Financial Statements							
Understand Non-Profit Business model							
Set Financial Strategy							
Ensure Compliance and Legal Requirements Met							
Be accountable and Transparent to Stakeholders							
Be an Ambassador							
Have an "Elevator Speech" about Purpose of School							
Support Strategic Alliances							
Participate in Fundraising Efforts							
Enhance Public Image							
Supervise and Support Principal and Staff							
Evaluate Principal Annually							
Support Principal							
Attend to Succession Planning							
Ensure Healthy Governance							
Actively Participate							
Develop Cultural Competency							
Encourage Effective Board Structure							
Help Recruit and Orient New Board members							
Continually Develop Self and Board							

