

## *Governance Leadership Practices and Their Associated Indicators*

### *Identifying Information of Individual Completing Form*

**Name:** \_\_\_\_\_

**Telephone No.** \_\_\_\_\_

**Position:** \_\_\_\_\_



**Email Address:** \_\_\_\_\_

**School:** \_\_\_\_\_




**Years associated with this charter school?**

**1 – 3 Years** \_\_\_; **4 – 6 Years** \_\_\_; **7+ Years** \_\_\_

**If these do not apply, simply mark them “not applicable”**

<i>Best Practices and Indicators</i>	<i>Yes</i>	<i>No</i>	<i>Unknown</i>	<i>Explanation/Documentation</i>
<b>Board and Director Roles and Responsibilities</b>				
<b>1. The roles and responsibilities of the Board and Director have been clearly delineated, and Board members and the Director have policies to ensure that they have effective working relationships.</b>				
a. The charter school has developed written policies that clearly delineate the responsibilities of the Board and the Director.				
b. New Board members receive orientation training when they first come on the Board. Part of this training covers the roles and responsibilities of the Board and Director and California Law requirements.  The charter school has delivered a Board of Directors manual for member reference. Items include Incorporation documents, Organization Chart, Bylaws, Brown Act Summary, Board meeting protocols, Vision, Mission, and Strategic/Action/Business Plans, Board and Staff Job Descriptions, Current Adopted Budget, School Calendar, and other pertinent information supporting the Board member’s role.  The charter school has distributed the policy binder to each Board Member				
c. The Board members receive ongoing training relating to governance, financial, and legal issues pertaining to charter schools.				
d. The Board and Director have policies for how Board members are to access charter school staff or direct staff to respond to constituent inquiries, and Board members adhere to these procedures.				
e. The Board members advise the Director and Board Chair if they are aware that a controversial topic may arise at a Board meeting so that the Director and Board Chair may develop a plan to effectively organize and run the meeting. However, in so doing, Board members refrain from discussing or deliberating about the substance of the matter with a majority of the Board members and staff refrains				

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from telling Board members the concerns or positions of other Board members.				
f. The Board evaluates its performance and, if the Director is appointed, evaluates the Director's performance.				
<b>2. The Board and Director have procedures to ensure that Board meetings are efficient and effective.</b>				
a. The charter school prepares a master calendar showing the dates of major events including Board actions needed to meet legal requirements using it to ensure that these matters are placed on the Board agenda in a timely manner.				
b. School Board meetings are scheduled at a time and place convenient to the public.				
c. The school Board pulls items from its consent agenda for discussion and public comment when requested to do so by members of the public.				
d. The Board receives agenda materials in sufficient time to review them prior to Board meetings.				
e. The Board's agendas allocate sufficient time for the Board to discuss, develop, or evaluate charter school policies, goals, programs, and strategies for improving student achievement. The Board addresses these issues.				
f. For each major agenda item, charter school staff provide Board members with a clearly written summary that describes how the item supports the charter school's goals and objectives, and other specific information that may include any of the following items deemed necessary by the Board: <ul style="list-style-type: none"> <li> whether a new policy is needed to implement the proposed action;</li> <li> what the time frame is for implementing and completing the proposed action; and</li> <li> who will evaluate the proposed action and how it will be evaluated.</li> </ul>				
<b>3. The Board and Director have established written policies and procedures that are routinely updated to ensure that they are relevant and complete.</b>				
a. The Board has adopted written policies for the charter school that are updated on a regular basis to reflect changes in law and that ensure relevancy.				
b. The charter school's policies do not cover procedural matters.				
c. The Director has developed procedures dealing with charter school-wide administrative matters and these procedures are up to date and reflect				

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changes in law and Board actions.				
d. The charter school’s policies and procedures are readily accessible to all charter school staff and staff uses them to guide their activities.				
e. The Board’s attorney reviews all proposed policies and procedures revisions to ensure that they comply with state requirements and are relevant and complete.				
<b>4. The charter school routinely obtains legal services to advise it about policy and reduce the risk of lawsuits. It also takes steps to ensure that its legal costs are reasonable.</b>				
a. The school Board has an attorney (either in-house or on contract) with the primary responsibility of advising the school Board, reviewing policy, and reducing the risk of lawsuits.				
b. The charter school can demonstrate that the school Board’s agenda and meeting materials are provided to its legal counsel as necessary in a timely manner.				
c. The charter school has procedures for the Board Chair or individual Board members as appropriate to confer with the School’s attorney.				
d. The charter school has procedures for the Director or their designee to confer with the School’s attorney, and these procedures consider cost of providing attorney services and potential conflict-of-interest situations.				
e. The charter school has procedures for other staff to access the School’s attorney. These procedures consider the cost of providing these attorney services and potential conflict-of-interest situations.				
f. The charter school retains legal counsel when appropriate. Appropriateness includes when particular areas of expertise are needed, cost, and potential conflicts of interest.				
g. The contract fees or salary the charter school pays its attorney is comparable to those of similar charter schools.				
<b>Organization, Staffing, and Resource Allocation</b>				
<b>5. The charter school’s organizational structure has clearly defined units and lines of authority that minimize administrative costs.</b>				
a. The charter school has organizational charts that clearly and accurately depict its organizational structure.				
b. The charter school has clearly defined the responsibilities of each organizational unit and communicated these responsibilities to staff and the public.				
c. The charter school’s organizational structure				








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eliminates unnecessary overlapping functions and excessive administrative layers.				
d. The charter school's top administrators (supervisors and above) have reasonable spans of control.				
e. The charter school regularly (at least once every four years) reviews its business practices and organizational structure and presents the results in a written report to the Board.				
f. The charter school makes changes to its organizational structure to streamline operations and improve operating efficiency.				
<b>6. The charter school periodically reviews its administrative staffing and makes changes to eliminate unnecessary positions and improve operating efficiency.</b>				
a. The charter school comprehensively reviews its administrative staffing levels to improve operating efficiency and presents the results in a written report to the Board.				
b. In conducting its review, the charter school obtains broad stakeholder input.				
c. As part of its review, at a minimum, the charter school assesses the reasonableness of its administrative staffing levels to those of comparable charter schools using appropriate measures that may include classroom teachers per administrator, instructional personnel per administrator, total staff per administrator, and total administrators per #_____ students.				
d. The charter school implements changes to its administrative staffing levels when necessary to improve its operating efficiency.				
e. Administrative staffing is reasonable given the number of students served and services provided by the charter school.				
<b>7. The Director and school Board exercise effective oversight of the charter school's financial resources.</b>				
a. Charter school Board members receive training and understand charter school budgeting and finance.				
b. The proposed budget is presented to the Board in an easy-to-read, understandable, and concise format that Board members and the community can understand.				
c. The charter school provides the Board with information about revenue and expenditures by major function over the past two to three fiscal years for use in evaluating budget proposals.				
d. The charter school has a procedure for informing, in a concise and easily understood format, the Board about the short- and long-term fiscal				

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implications of proposed budgets or budget amendments.				
e. Changes or concerns in financial condition are reported to the Board in a timely manner, and the Board takes necessary corrective actions.				
f. The school Board has established limits for how much various charter school staff can spend without approval and it reviews and approves all purchases that exceed these amounts.				
g. The charter school has taken advantage of significant opportunities to improve management structures, increase efficiency and effectiveness, and reduce costs.				
<b>8. The charter school has clearly assigned school staff the authority they need to effectively manage their operations while adhering to charter school-wide policies and procedures.</b>				
a. The charter school can demonstrate that it has clearly communicated the authority it has delegated to school staff, and staff know either what is expected or where to find out what is expected of them.				
b. The charter school has given school administrators staffing and budget flexibility that is appropriate given the size and scope of the operations of the charter school(s) managed by them.				
c. The charter school has given school administrators sufficient authority over school operations to enable them to achieve school, charter school, and state education goals.				
d. The charter school has sufficient controls to ensure that school administrators adhere to charter school-wide policies and procedures.				
e. The charter school regularly assesses the authority it has assigned to school administrators and looks for ways to enhance program-based decision making.				
f. The charter school holds school administrators accountable for their performance in achieving charter school and state educational goals and evaluation instruments are aligned with this goal.				
<b>Planning and Budgeting</b>				
<b>9. The charter school has a multi-year strategic plan with annual goals and measurable objectives based on identified needs, projected enrollment, and revenues.</b>				
a. The charter school maintains and publishes a clearly written, multi-year strategic plan to provide vision and direction for the charter school's effort. The plan addresses charter school education goals, including student performance goals.				

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<p>b. In developing the strategic plan the Board:</p> <ul style="list-style-type: none"> <li> identifies and formally adopts a limited number of charter school priorities to guide the charter school's strategies and major financial and program decisions;</li> <li> instructs charter school staff on how these priorities should be considered in making program and budget decisions.</li> </ul>				
<p>c. The strategic plan clearly delineates:</p> <ul style="list-style-type: none"> <li> the charter school's goals, objectives, and strategies for achieving them;</li> <li> the priorities the Board assigns to its goals, objectives, and strategies;</li> <li> the strategies the charter school intends to employ to reach desired objectives;</li> <li> the performance measures and standards the charter school will employ to judge its progress toward meeting its goals; and</li> <li> the entities responsible for implementing the strategies in the plan and the time frames for implementation.</li> </ul>				
<p>d. The Board annually assesses the progress the charter school has made toward achieving its objectives.</p>				
<p>e. The Board annually reviews and, if necessary, amends its priorities and strategic plan to reflect changes in community standards, student needs, or Board direction.</p>				
<b>10. The charter school has a system to accurately project enrollment.</b>				
<p>a. The charter school strives to provide an accurate enrollment forecast and does not regularly overestimate or underestimate its enrollment.</p>				
<p>b. The charter school bases its enrollment projections on statistical enrollment techniques, such as a cohort survival methodology, that can detect turning points due to changing demographics.</p>				
<p>c. When making enrollment forecasts, the charter school considers additional factors such as planned enrollment changes in private schools, influences due to changes in employment opportunities, city/county comprehensive plans, and planned new development.</p>				
<p>d. The charter school documents the methodologies and processes for key areas of its forecasting process.</p>				
<p>e. The charter school has a process for minimizing the adverse effect of projection errors.</p>				

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f. The charter school implements processes to ensure the accuracy of school staffing/FTE counts.				
g. Enrollment projections consider the existing school populations, mobility, and housing starts within the areas served by the charter school. Administrators review the reasonableness of these projections.				
<b>11. The charter school links its financial plans and budgets to its annual priorities in the strategic plan and its goals and objectives; and charter school resources are focused toward achieving those goals and objectives.</b>				
a. The charter school links its financial plans and budgets to its priority goals and objectives, including those for student performance.				
b. The charter school can demonstrate that it assesses performance and adjusts its financial plans and budgets to improve its ability to meet its priority goals and objectives.				
c. Charter school staff are aware of and direct their effort toward the achievement of the priority goals and objectives.				
<b>12. When necessary, the charter school considers options to increase revenue.</b>				
a. If additional revenue is needed, the charter school considers pursuing various local options to increase revenues (i.e., fund raising).				
b. The charter school has taken actions to obtain private, state, federal grants, and other alternative funding.				
c. The charter school has taken advantage of opportunities to improve management structures, increase efficiency and effectiveness, and reduce costs.				
<b>Community Involvement</b>				
<b>13. The charter school actively involves parents and guardians in the charter school's decision-making and activities.</b>				
a. Charter school uses every practical means of communication to provide timely information to parents/guardians such as: newsletters, flyers, websites, direct school-parent contact, etc.				
b. The charter school annually distributes information about school policies and programs in a clear and understandable format.				
c. Charter school conducts annual parent/teacher conferences.				
d. The charter school has active Parent Teacher Associations/ Parent Faculty Organizations or other effective methods to involve and encourage parent leadership and participation.				

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e. The charter school assists families with parenting skills and setting home conditions to support children as students.				
f. The charter school involves families with their children on homework and other curricula, related activities.				
g. The charter school coordinates resources and services from the community for families, students, and the school.				
<b>14. The charter school actively involves business partners and community organizations in the charter school's decision-making and activities if this is required by the charter approved by the granting agency.</b>				
a. Charter school has developed forums for regular communication with local business entities.				
b. Charter school involves businesses in helping to fund educational programs, including applying for grants.				
c. Charter school has an individual who is responsible for coordinating and monitoring programs and projects with its business partners.				
d. Students, parents, teachers, and administrators regularly participate in community service projects, including offering school resources when practical.				
e. Charter school has active tutoring and mentoring programs.				
f. The charter school has an active volunteerism program that includes outreach efforts to support the school's education program.				
g. The charter school actively engages the education committees of business and social organizations.				
h. The charter school can demonstrate that business partners on SACs are actively involved in making decisions regarding school improvement.				
i. The charter school maintains or coordinates with a foundation whose members reflect a wide variety of business interests.				
j. Is there other information that demonstrates the charter school's use of this best Governance Leadership practices that should be considered?				