



Public Schools of North Carolina

Planning and Oversight

Finances and Student Performance

December 15, 2015



Today's Session Goals

- Provide how to develop a strategic plan.
- Provide four basic tenets of an effective strategic plan and understand how to use a strategy.
- Provide the framework for an effective governance oversight process (academics, mission based, and finances).





Strategic planning contributes to overall school performance by:

- Establishing an understanding of the “big picture” of a school's current state of where you are, including student achievement, school environment, teacher community, parent community, and administrative issues and how you get to the desired place you want to be.
- Reaching consensus across the school community on which needs represent the highest priorities for action based upon the potential to improve overall student and school performance; and creating buy-in to the strategic plan throughout the planning process.





Strategic planning contributes to overall school performance by:

- Identifying for implementation goals and strategies, that include specific targets, indicators and milestones aligned to address the school priorities.





Strategic planning...

- is a valuable mechanism for creating collaboration within the school and developing a sense of shared purpose and collective reflection.
- is a plan that can be understood and stakeholders can support.
- is a plan that provides flexibility in case some uncontrollable factors change.





What are the 4 Tenets of an Effective Strategic Plan?

1. Follow a clear process for plan development.
2. Clarify a purpose for having a strategic plan.
3. Identify Leadership and Stakeholders to carry out specific, focused actions.
4. Include fidelity measures to ensure measurement of the execution process.





What does creation look like?

Collect and Analyze Data

- Strategic Stakeholder Surveys/Interviews
- Analyze all available data (local and statewide data)

Establish Priorities and Goals

- Healthy discussions with diverse stakeholders to focus priorities (3-5 at the most)
- Develop SMART goals (one for each priority)

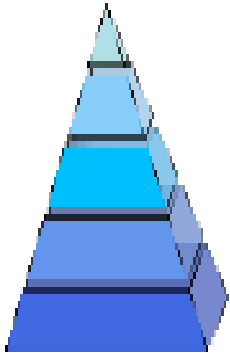
Communicate!

- To ALL stakeholders.
- Be transparent, specific, and inspiring.
- At town Meetings, forums, media, follow-up correspondence





Step #1: Follow a clear process for plan development



- Limit plan to the top 5 priorities.
- Make it concise, easily accessible and simple to update.
- Clarify the purpose of having a strategic plan and who will be responsible for implementing the plan.





Step #2: Clarify a purpose for having a strategic plan

To properly instill a well-structured, educationally sound, strategic plan; the team must have a reliable system and organizational buy-in to ensure the quality of the plan.

- Know your purpose.
- Act on your purpose.
- Grow your purpose.





Step 3: Identify Leadership

- Identify the leadership for the **creation AND implementation** of the plan.





Remember...

- A school improvement plan may be well-developed, built on relevant data, loaded with research-based strategies to improve learning, and focused on the school's critical needs – but the plan is only as good as its execution.





Step #4: Include fidelity measures to ensure measurement of the execution process.

- Specific targets
- Planned checkpoints
- Concrete data indicators and milestones to ensure board members, principals, teachers and the school improvement teams receive feedback needed to determine how well improvement strategies are working.
- This feedback must be utilized to make decisions about changing ineffective strategies and continuing those that work.





What does Implementation look like?

Focus on Priorities

- Recruit and appoint focus committee(s) to plan the training, tasks and deliverables to meet the set goal.

Implement Trainings

- Ensure all members of the staff, focus committees, and members of the board receive ongoing training to implement the strategies, tasks and deliverables, collect data, analyze data, and make decisions based on data.

Communicate

- To ALL levels of stakeholders.
- Transparent, coherent, and inspiring (Flywheel Effect!!!)
- Town Meetings, forums, media, follow-up correspondence





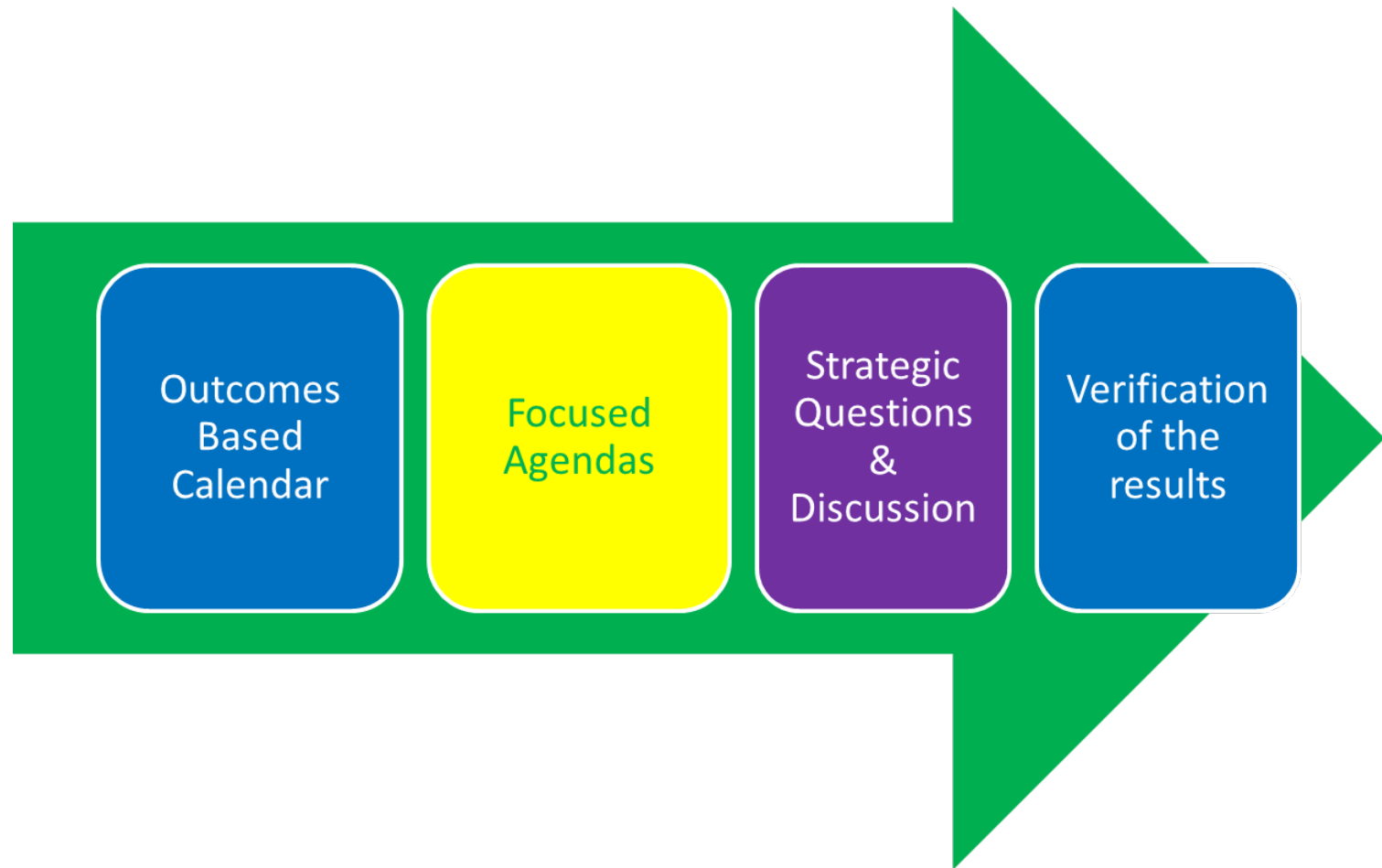
Communication and Flywheel Effect

- When people begin to see tangible results and can feel the flywheel start to build speed—that's when they line up, throw their shoulders to the wheel, and push (Collins, 2001, p. 14).





Effective Oversight:





Governance, the definition of the board's role does not include:

- fundraising (though a board may if it wants)
- being an advocate for faculty and staff
- being controlled by a management company or strong-willed founder
- advising management on the best methods for achieving the school's outcomes (curriculum, dress code, calendar, and staffing configuration).
- solving or resolving everyday operating challenges
- “helping” the executive do his or her job

Carpenter, 2010

Therefore it does not belong on the agenda or discussed during the board meeting.





What is the Suggested Meeting Structure?

- First 30 minutes, “How Well” are the students performing?
- Second 30 minutes, Is everything occurring appropriately?
- Last 30 minutes, Board assessment and development.





Board Meeting Content

Dr. Carpenter 80/20 principle

- Small percentage of inputs generates a large percentage of outcomes.
- Addressing only one or two issues will produce extraordinary results





Experiment for Self-Reflection

- Take a sheet of paper and draw a line down the middle. In one column keep track of the amount of time your board spends discussing finance and/or student achievement (Do not tell anyone you are doing this).
- In the other column, record the time spent discussing everything else.

- How much time was spent on finance, student growth and student achievement? (Carpenter, 2010)





Four Essential MONTHLY Financial Reports

1. The balance sheet

- Tells the net worth of organization
- Assets, liabilities and equity

2. Cash flow statement

- Demonstrates all transactions for a period
- What comes in...and goes out



3. Income and expense statement

- Makes a miniature budget for the particular period

4. The budget versus the actual report

- Demonstrates whether the school is meeting goals, making a profit (cumulative)





Strategic Questions

Academics

- What do these standardized test results tell us about the effectiveness of our overall education program (in terms of curriculum, teacher effectiveness and preparation)?
- Looking at this performance report, where are we in reaching our school's academic goals? What programs are working for us, which need further evaluation?
- What trainings are we providing our teachers to ensure instructional methods are meeting the needs for ALL of our students?
- With our students with disabilities population increasing, what adjustments do you recommend we as a board discuss in terms of education plan, staffing, and overall budget?
- What does the research say in regards to our curriculum? Does it align with our current population of students?





Strategic Questions

Mission Based

- What percentage of our students meet our “targeted student population” criteria laid out in the charter application?
- How are we communicating to all stakeholders our mission and when does it need revising?
- What percentage of students, teachers, and parents know the mission? Why is that important?
- How do we know if we are living out mission?





Strategic Questions

Finances

- What is our breakdown of students per LEA, and what is the revenue schedule for each LEA?
- What is the historical data regarding our professional development budget line item? Are we using these funds effectively?
- Do you project any additional personnel to be added before the end of the school year?
- What is our fund balance in comparison to our overall goal? When we meet our fund balance goal, what will we be utilizing that additional funding for?





Review

- Develop an effective data management system that is timely, comprehensive, coherent, and provides a level of continuity to measure overtime.
- Ensure all members of data collection team, and members of the board receive training to collect and utilize data effectively.
- Communicate, communicate, communicate 
- Effective leaders are transparent, coherent, and inspiring about the short and long term purposes and goals.





Questions?

