**Developing Board Goals**

Every charter school board should have a clear set of board-level goals that articulate how the board will add value to the organization on an annual basis.

These goals should be well aligned with the CEO’s goals—complementing the work of the CEO and the staff of the organization, not duplicating.

If done correctly the creation of board goals will clearly articulate the governance responsibilities in key areas as distinct from the key management responsibilities.

Attached you will find:

1. A goals template
2. A goals template example for the key areas of governance, finance, development, and academic excellence.

Best practice tips:

* Overarching long-term goal – at a minimum, the board should create a set of annual goals. Most organizations do find it helpful to also sketch a longer-term goal that serves as a backdrop for the annual goals. The long-term goal helps answer the question, “If we do all this hard work as a board/or a committee this year, what is it ultimately building towards?” Having a long-term goal as a backdrop can help bring focus to the annual priorities.
* Board Goals – each committee sets goals and collectively these committee goals equal the board’s goals.
* CEO Goals – The CEO should create their own goals – the committees or the full board should not do this for them. The CEO should seek committee input on their goals, and work to calibrate their work with that of the committee, and ultimately the CEO should have the board approve their goals annually.
* Goals should be S.M.A.R.T (see below)

Writing Smart Goals

**Specific**

A well-written goal is clear and specific, not general and vague. It describes specifically what is to be achieved and is not open to guesswork. It states simply and clearly what is to be attained, how much and by when. A good goal indicates the results to be achieved, not a set of activities to engage in.

**Measurable**

A well-written goal specifies criteria for evaluating its accomplishment (quantity, quality, timeliness, impact on others, etc.). The organization can judge their progress toward goal attainment through the measures.

**Achievable**

A well-written goal is attainable, and at the same time, challenging and aggressive. A goal should be realistic, but should also provide a stretch for the organization.

**Results-focused and Relevant**

A well-written goal must focus on the results to be achieved. The organization must be able to see that the attainment of the goal has a positive impact on organizational improvement and development. The goal must address productivity, quality, and customer service or team effectiveness.

**Time-framed**

A well-written goal specifies the time frames in which it is to be achieved, as well as benchmarks along the way that indicate progress toward achieving the results.

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