

## BoardOnTrack Recommended Calendar Overview

Whether your organization is in its first year, or its 15th there will always be a great deal of work for the board to do, many deadlines to keep track of, and many intersections of the work of the various committees.

To ensure that you structure the board's time to be as efficient and effective as possible we recommend that the board chair and the CEO (with input from committee chairs) create a calendar for the year of the key work of the board.

It may take some time to create this kind of calendar initially, but your efforts will pay off, as the work of a charter school governing board is cyclical and there is a good chance that this calendar can then be used, with slight modifications, year over year.

Creating this type of calendar will help you determine how many board meetings you need, when you might need deeper strategy sessions to delve into key strategic issues etc.

A detailed calendar will help the full board have peace of mind that the major issues are being addressed.

What follows is a recommended calendar. We made our best attempt to lay out when we think key tasks should take place, but each charter school is unique, so you should feel free to adapt this as you see fit, by cutting and pasting items into the most appropriate month.

## BoardOnTrack Recommended Calendar

		July	August	September	October
<b>Finance</b>	<b>Budgeting</b>				<ul style="list-style-type: none"> <li>✓ Work with CEO and finance staff to develop scenarios and meaningful time frame for multi-year budget projections</li> <li>✓ Discuss staff and CEO pay scale with CEO and determine any necessary research and revision</li> </ul>
	<b>Audit</b>				<ul style="list-style-type: none"> <li>✓ Complete annual audit</li> </ul>
<b>Governance Govern</b>	<b>Current Board Composition</b>		<ul style="list-style-type: none"> <li>✓ Review BoardOnTrack Board Composition Analysis</li> <li>✓ Clarify when trustee term limits expire if need be</li> <li>✓ Complete BoardOnTrack 3-year analysis template</li> </ul>	<ul style="list-style-type: none"> <li>✓ Share results of three year analysis with full board</li> </ul>	
	<b>Board Structure</b>		<ul style="list-style-type: none"> <li>✓ Revise full board and individual trustee job descriptions based on actual practice and BoardOnTrack examples</li> <li>✓ Determine whether bylaws need to be revised</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ask each officer to complete a job description based on BoardOnTrack samples</li> <li>✓ Ask each committee to complete a revised job description based on BoardOnTrack samples</li> <li>✓ Board approve revised set of bylaws if need be</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ask each committee to complete a template outlining what the full board, vs. committee vs. CEO role is</li> <li>✓ Revised job descriptions approved by the full board</li> </ul>
	<b>Board Expansion</b>			<ul style="list-style-type: none"> <li>✓ Draft board expansion plan based on BoardOnTrack example</li> <li>✓ Create board expansion documents as needed</li> <li>✓ Create policy for adding non board members to committees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Have expansion plan, nomination policy, and policy for adding non board members to committees approved by the full board</li> </ul>
	<b>Board Meetings</b>				
	<b>Officer Succession Planning</b>		<ul style="list-style-type: none"> <li>✓ Clarify when officer terms expire</li> <li>✓ Based on term limits map out multi-year officer needs</li> </ul>		

		November	December	January	February
<b>Finance</b>	<b>Budgeting</b>	<ul style="list-style-type: none"> <li>✓ Review multi-year, multi-scenario budget projections with CEO and finance staff</li> </ul>	<ul style="list-style-type: none"> <li>✓ Present multi-year, multi-scenario budgets to board to inform key drivers conversation</li> <li>✓ Discuss key drivers of budget for the next fiscal year:               <ul style="list-style-type: none"> <li>• # of stds</li> <li>• Number of new staff slots</li> <li>• Pay scale changes</li> <li>• Anticipated per pupil tuition</li> <li>• Facilities plans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Review first draft of budget for next fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>✓ Present first draft of budget for next fiscal year to full board</li> </ul>
	<b>Audit</b>	<ul style="list-style-type: none"> <li>✓ Share findings with full board</li> </ul>			
<b>Governance</b>	<b>Current Board Composition</b>				
	<b>Board Structure</b>	<ul style="list-style-type: none"> <li>✓ Completed committee charts approved by the board</li> </ul>			
	<b>Board Expansion</b>	<ul style="list-style-type: none"> <li>✓ Implement board expansion plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement board expansion plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement board expansion plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement board expansion plan</li> </ul>
	<b>Board Meetings</b>	<ul style="list-style-type: none"> <li>✓ Evaluate board meeting effectiveness</li> <li>✓ Review open meeting law compliance at full board meeting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate board meeting effectiveness</li> <li>✓ Administer open meeting quiz to trustees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate board meeting effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate board meeting effectiveness</li> </ul>
	<b>Officer Succession Planning</b>				

		March	April	May	June
<b>Finance</b>	<b>Budgeting</b>	✓ Work with CEO and finance staff on revisions for first draft	✓ Present final budget for next fiscal year to full board for approval		
	<b>Audit</b>				
<b>Governance</b>	<b>Current Board Composition</b>		<ul style="list-style-type: none"> <li>✓ Conduct individual trustee assessment--use this to inform nominations at the annual meeting</li> <li>✓ Develop a plan in conjunction with Board chair to provide feedback to each trustees</li> <li>✓ Hold individual trustee meetings to give feedback on performance to date</li> </ul>	✓ Hold individual trustee meetings	✓ Make recommendations for additional terms based on individual trustee assessments
	<b>Board Structure</b>				
	<b>Board Expansion</b>	✓ Implement board expansion plan	✓ Implement board expansion plan	✓ Conduct Orientation for New Trustees	✓ Conduct Orientation for New Trustees
	<b>Board Meetings</b>	✓ Evaluate board meeting effectiveness	✓ Evaluate board meeting effectiveness	✓ Evaluate board meeting effectiveness	✓ Evaluate board meeting effectiveness
	<b>Officer Succession Planning</b>		✓ Start conversations for annual meeting		✓ Conduct annual meeting

## BoardOnTrack Recommended Calendar

		July	August	September	October
Development	<b>Development Plan</b>		<ul style="list-style-type: none"> <li>✓ Draft an annual fund development plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Share plan with full board, have full board approve the plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement development plan</li> </ul>
	<b>Full Board Role</b>		<ul style="list-style-type: none"> <li>✓ Clarify the role of the full board in development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Have the full board approve a statement of clear expectations for individual trustees</li> <li>✓ Create a method to track individual trustee support of the development plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Track individual trustee support of the development plan</li> </ul>
Academic Achievement	<b>Academic Oversight</b>				<ul style="list-style-type: none"> <li>✓ Provide a board training in conjunction with CEO on what assessments the school uses and what each one assesses</li> </ul>
CEO Support & Evaluation	<b>Measurable Goals</b>		<ul style="list-style-type: none"> <li>✓ Finalize goals against which to measure CEO's performance for the year</li> </ul>	<ul style="list-style-type: none"> <li>✓ Approve CEO's goals at a full board meeting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Report on progress towards goals at monthly CEO Support &amp; Eval Committee meeting</li> </ul>
	<b>Succession Planning</b>	<ul style="list-style-type: none"> <li>✓ Review the BoardOnTrack recommended process to create a short and long-term succession plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ CEO drafts a short and long term succession plan and reviews with CEO Support &amp; Eval Committee</li> </ul>	<ul style="list-style-type: none"> <li>✓ CEO Support &amp; Eval Committee presents short and long term succession plans to full board for approval</li> </ul>	
	<b>CEO Feedback and Evaluation</b>		<ul style="list-style-type: none"> <li>✓ Review with BoardOnTrack recommended annual support and evaluation process.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Set dates and reminders to prep for December and March CEO check ins</li> </ul>	

		November	December	January	February
Development	<b>Development Plan</b>	✓ Implement development plan	✓ Implement development plan	✓ Implement development plan	✓ Implement development plan
	<b>Full Board Role</b>	✓ Track individual trustee support of the development plan	✓ Conduct board education as needed	✓ Track individual trustee support of the development plan	✓ Track individual trustee support of the development plan ✓ Conduct board education as needed
Academic Achievement	<b>Academic Oversight</b>	✓ Complete first committee check in of year on interim assessments using BoardOnTrack assessment check in question list	✓ Update board on learning's from first committee interim assessment check in	✓ Provide a board training in conjunction with CEO on what assessments the organization uses and what each one assesses	✓ Complete second committee check in of year on interim assessments using BoardOnTrack assessment check in question list
CEO Support & Evaluation	<b>Measurable Goals</b>	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting
	<b>Succession Planning</b>				
	<b>CEO Feedback and Evaluation</b>	✓ Gather input for December CEO check in from board, ask CEO to complete a self-reflection, plan CEO conversation ✓ Ensure that staff satisfaction survey is completed	✓ Conduct December CEO check in		✓ Gather input for March CEO check in from board, ask CEO to complete a self-reflection, plan CEO conversation ✓ Ensure that parent satisfaction survey is completed

		March	April	May	June
Development	<b>Development Plan</b>	✓ Implement development plan	✓ Implement development plan	✓ Implement development plan	✓ Implement development plan
	<b>Full Board Role</b>	✓ Track individual trustee support of the development plan	✓ Track individual trustee support of the development plan Conduct board education as needed ✓	✓ Track individual trustee support of the development plan	✓ Track individual trustee support of the development plan
Academic Achievement	<b>Academic Oversight</b>	✓ Update board on learning's from second committee interim assessment check in		✓ Review end of the year state assessment data (timing varies a great deal by state) at a committee level	✓ Share review of end of the year state assessment data with full board (timing varies a great deal by state)
CEO Support & Evaluation	<b>Measurable Goals</b>	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting	✓ Report on progress towards goals at monthly CEO Support & Eval Committee meeting
	<b>Succession Planning</b>				
	<b>CEO Feedback and Evaluation</b>	✓ Conduct March CEO check in	✓ Incorporate staff surveying into CEO evaluation process as needed		✓ Conduct an end of the year CEO evaluation