

January 2023

Board Goals vs. Management Goals

Optimize Collaboration to Reach Your Goals



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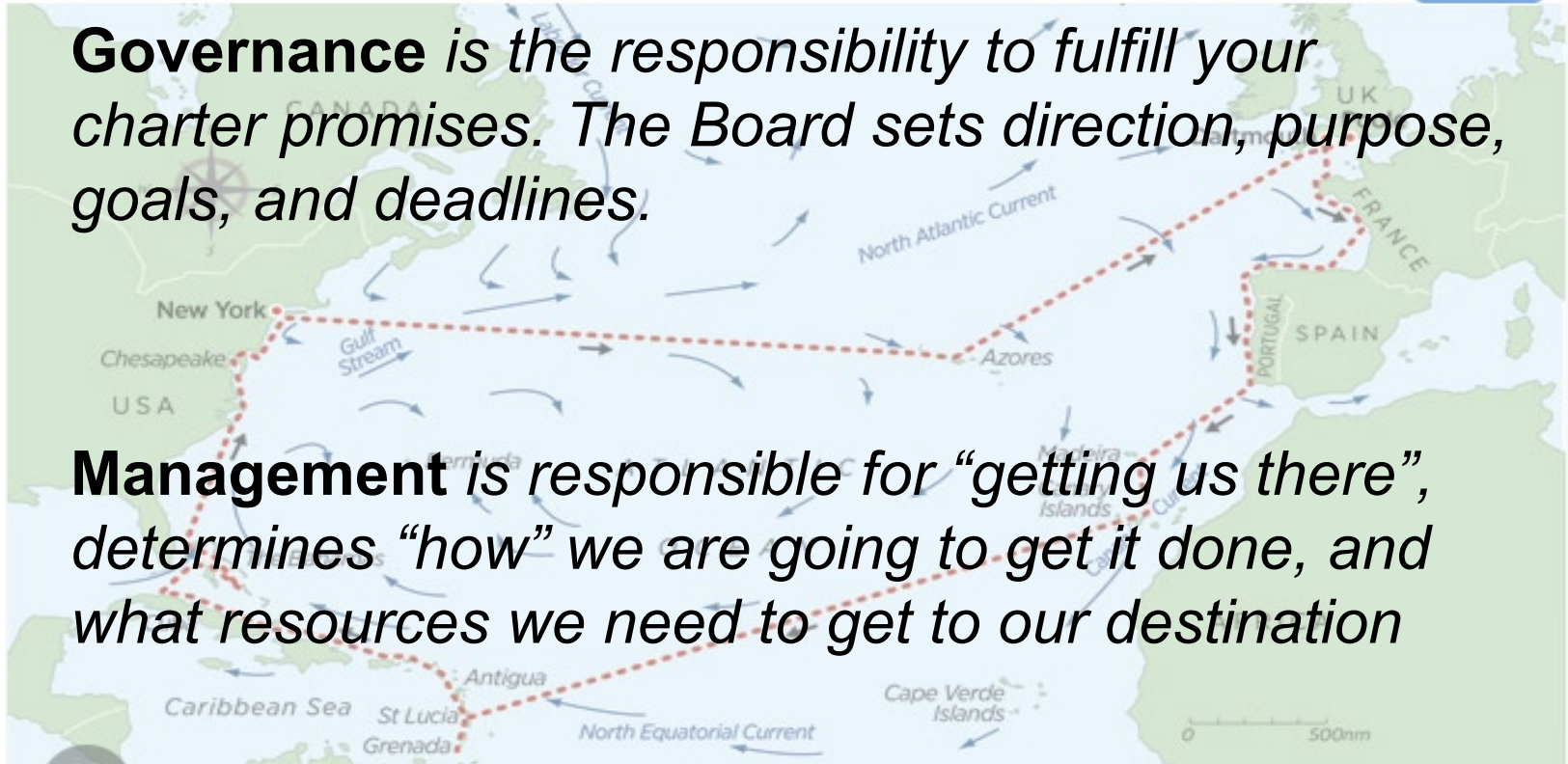
What will we Cover?

- Introduction
- Board and Executive Director – Who Owns What
- Goals & Targets
- Assigning Goals
- How to Avoid Common Board Mistakes
- Time for Discussion and Questions

Boards Govern ~ CEOs Manage

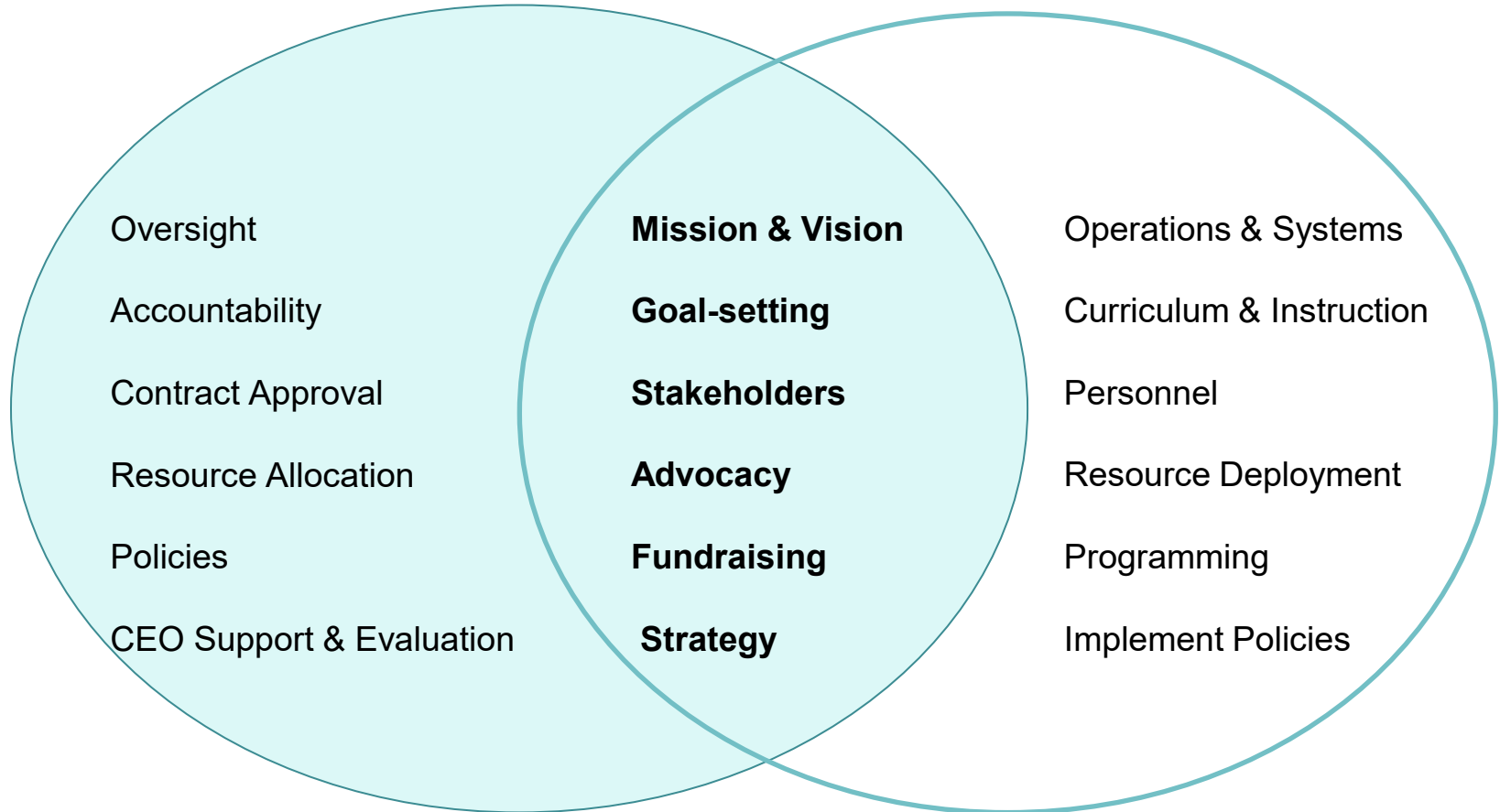
Governance is the responsibility to fulfill your charter promises. The Board sets direction, purpose, goals, and deadlines.

Management is responsible for “getting us there”, determines “how” we are going to get it done, and what resources we need to get to our destination



Governance

Management





Understanding Board Goals vs. CEO Goals

To understand whether a goal belongs to your Board or your CEO, start with understanding the difference between governance and management.

- ✓ Anything that sets a goal for the organization (as a whole), states an expectation of the leadership, or clarifies a direction for the future, is governance. It belongs to the Board.
- ✓ Anything that relates to the management and operation of the organization itself is management. It belongs to the administration.

Quick Overview for Setting Goals

- Start With Your Mission – *it's like a compass to guide you*
- Decide on Your Current Top 3 to 5 Priorities – *best as a mini-retreat or strategic working session*
- Agree on Goals that align with those top priorities
- Set Targets for each Goal
- Committee Structure - Get to Work & Stay On Track

Recommended Standing Committees

Most Charter School Boards Can't Live Without...

- Finance
- Academic Excellence
- Development (Fundraising)
- Governance / Executive
- *CEO Support & Evaluation*

Ad hoc working groups or task forces can be set up as needed

Defining Goals & Targets

Your Mission:

Where it all starts, the purpose of your organization, why you exist, and what you hope to achieve

- Goals – achievements that help you fulfill your mission
- Targets – metrics established to determine how successfully you are achieving your Goals (SMART)

Examples of Goals & Targets

The Mission

→ why you exist, and what you hope to achieve

We exist to innovate K-12 education in order to prepare every student to lead change, solve problems and succeed in an exponentially changing world.

Goal Example

→ goal statements are expressed in broad aspirational terms

Develop leadership opportunities for students

Target Example (written as a SMART Goal)

→ benchmark and metric within a timeframe

By August 15, 2023, have an internship program in place for all 10th-grade students

Goals & Targets Worksheet

By August 15, 2023, have an internship program in place for all 10th-grade students

Goal	Target	Due Date	Board Role (includes committees)	Executive Director Role (with leadership team)
Develop leadership opportunities	10 th grade internship program	8/15/2023	<ol style="list-style-type: none">1. Outreach to businesses in the community2. Appropriate funds for new program3. Vote to adopt new program	<ol style="list-style-type: none">1. Course description/ curriculum/materials2. Develop a job description/assign staff3. Transportation4. Scheduling5. Communication

Key Annual Organizational Decisions Chart SAMPLE

Target Area	Key Decisions to be Made	Answered By What Date?	Board Role in Decision-Making	Committee Role in Decision-Making	CEO Role in Decision Making	Documentation CEO/Committee will Present to Committee/Board
Academic Excellence	Are we ready to expand into a high school?	January 1	Ultimate decision made by board; requires board vote	Taskforce will develop position paper	Partner with taskforce to develop list of key strategic questions and a process to answer them	Draft position paper by October 1; Final position paper by November 1
Finance	How much of a surplus should/can we maintain?	August 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Partner with task force to develop recommendation	Draft position paper by July 1
Personnel	Should we revise the bonus structure for faculty and staff?	April 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Make a recommendation to committee and partner with committee to develop recommendation for the board	Draft position paper by February 1; Final position paper by March 1
Fundraising	Should we hire a full-time development director?	March 1	Input to CEO	Supports CEO in making decision; also relies on Finance committee for input	Has ultimate decision	Draft position paper by January 1; Final position paper by February 1



Common Board/Committee Mistakes

- ✓ No board goals, or goals are not aligned with the mission
- ✓ Committee meetings without an agenda or minutes
- ✓ No task-tracking or deadlines
- ✓ Lack of accountability to the board – missed deadlines, no reporting
- ✓ A few board members doing all the work (can lead to burnout)

Hold Each Other Accountable

Setting goals is the first step. The point is to **achieve** them.

- Hold each other accountable
- Use BoardOnTrack to track committee goals **and** individual tasks assignments
- Review your stats at **every** board meeting
- Governance committee runs “air traffic control”, monitoring and motivating other committees



Setting & Monitoring Committee Goals

Using the BoardOnTrack Goals Tracker

My Committees

Academic Excellence Committee

● 2/2 goals completed



Updated 387 days ago

Finance Committee

● 0/2 goals completed

⚠ Recommendations for Audit Firm
Test on Gina's Sandbox

Updated today

Other Committees

CEO Support And Eval Committee

● 1/1 goals completed



Updated 388 days ago

Development Committee

● 0/1 goals completed

⚠ Launch the Annual Giving Campaign

Updated today

Facility Committee

● 0/1 goals completed

⚠ Develop 5-Year Projection of Overhead Expe...

Updated 60 days ago

Demo Time! Committees & Goals

Go to boardontrack.com to login

- ✓ Profile – review & update as needed
- ✓ Posts
- ✓ Documents
- ✓ Board Page
- ✓ Committees page

Question & Answer Time!



Thank you.

Our nation's public school system is broken.
You've proactively chosen to be part of the solution.

Software
Company
CEO
·
·

Nuclear
Physicist
·

U.S.
President
·
·

Venture
Capitalist
·

Poet
Laureate
·
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