

# **Measuring Board Performance**

**What leads to success?**

**Judith Logan**



**Source: Richard St John 2006 TED presentation**

**If your current board is working well and meeting outcomes you will need to ask yourselves:**

**What is making us work well?**

**What are we hoping to achieve?**

**What expectations for student achievement do we have?**

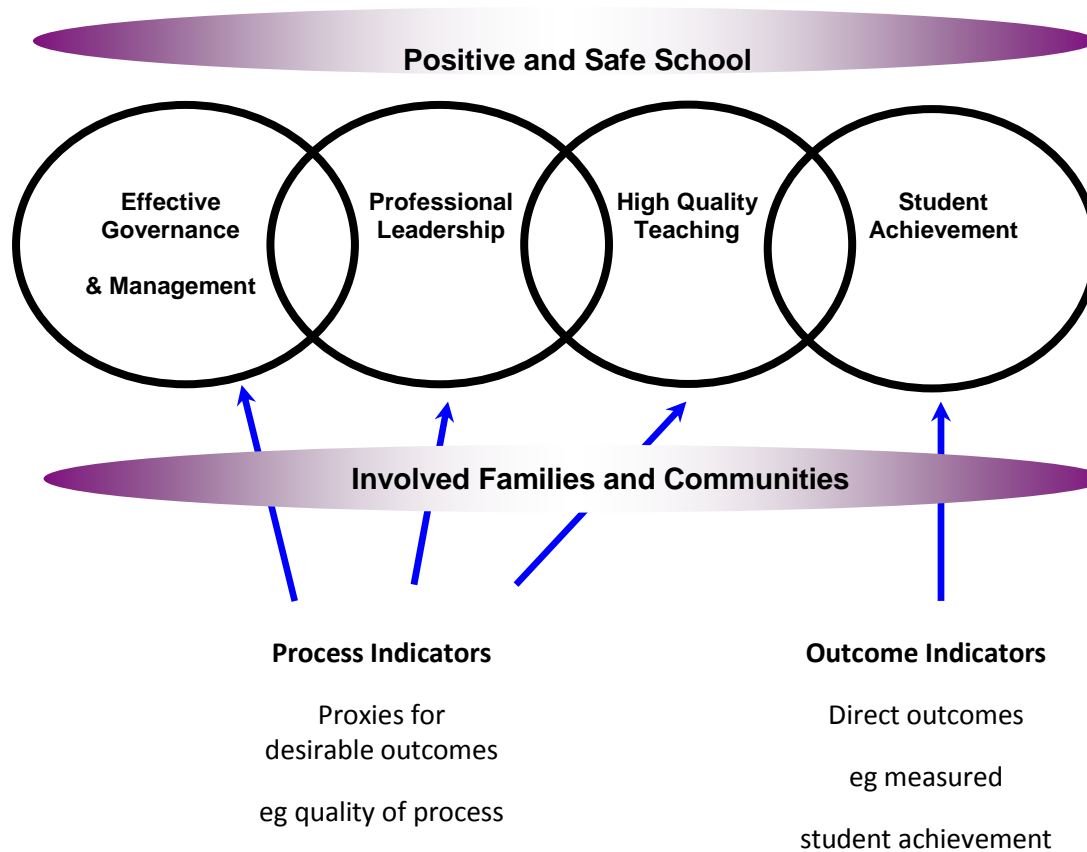
**What have we determined are our roles & responsibilities?**

**How do we expect to treat each other?**

**What do effective relationships between the Board and principal and Board Chair look like?**

**How do we run our meetings?**

**Source: Elaine Hines STANNEWS April 2009**



**Source: Chain of Quality, ERO – Evaluation Indicators in Schools Appendix 2**

## **Key Ingredients for Successful Change**

**Vision** – compelling and shared with a plan to make it happen

**Structure** – resources and incentives for success

**Accountability** – monitor success and progress through data collection, analysis and evaluation

**Advocacy** – a community involved in and supportive of the change

**From: Iowa Lighthouse Study, Iowa Association of School Boards**

## **Seven Conditions for Productive Change in Education**

- 1. Shared leadership**
- 2. Continuous Improvement and shared decision making**
- 3. Ability to create and sustain initiatives**
- 4. Supportive workplace for staff**
- 5. Staff development**
- 6. Support for school sites through data & information**
- 7. Community development**

**Source: Iowa Lighthouse Study, Iowa Association of School Boards**

## **12 BEST PRACTICES OF HIGHLY PERFORMING BOARDS**

- 1. Agreement on core values in implementing the school's mission**
- 2. Planning ahead to ensure continuous improvement**
- 3. Commitment to excellence**
- 4. Agreement with the principal about how to measure success (dashboard data for programme & financial performance)**
- 5. A clear, complete board job description**
- 6. Appropriate membership to deliver on the school's mission & values**
- 7. Effective teamwork**
- 8. Spending board meetings on the issues that matter most**
- 9. Active board development**
- 10. Annual assessment of trustee performance**
- 11. Commitment to helping the principal succeed**
- 12. Having fun as a group while making a difference**

**Source: Seattle University Executive master in Not for profit leadership programme**

<b>How does a school board cause conflict with a principal?</b>	<b>Yes/No/Comment</b>
<b>Trying to be administrators; overstepping authority</b>	
<b>Making promises/requests as board members individually</b>	
<b>Involving themselves in labour relations or budgetary minutia</b>	
<b>Not doing their "homework" and failing to prepare for meetings</b>	
<b>Not following procedures for handling complaints</b>	
<b>Not keeping " in committee " information confidential</b>	
<b>Failing to act on sensitive issues</b>	
<b>Failing to be open and honest with the principal</b>	
<b>Making decisions based on preconceived notions</b>	
<b>Not supporting the principal - lack of loyalty</b>	
<b>Springing surprises at meetings</b>	
<b>Having hidden agendas</b>	

<b>How does a principal cause conflict with a school board ?</b>	<b>Yes/No/Comment</b>
<b>Not treating board members alike</b>	
<b>Not informing board members of public concerns</b>	
<b>Not providing adequate financial data or adequate achievement information</b>	
<b>Siding with the staff against the board</b>	
<b>Making public statements before informing the board</b>	
<b>Failing to be open and honest with the board</b>	
<b>Not providing alternatives in an objective manner</b>	
<b>Not adjusting to the new reality of a governance board</b>	
<b>Not supporting the board - lack of loyalty</b>	
<b>Springing surprises at meetings</b>	
<b>Having hidden agendas</b>	

**Source: On Board with Lesley Moffat Limited**

## **Board Self Assessment Checklist: Source NZSTA Effective Measurement**

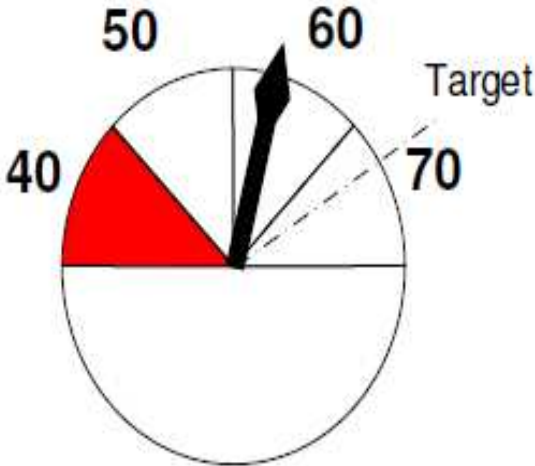
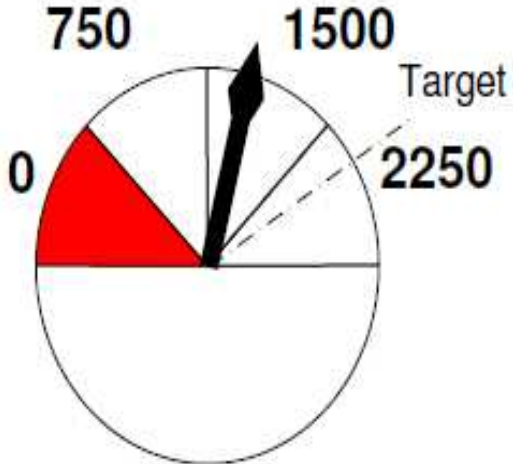
- **Our mission/vision/purpose clearly communicates what we want to achieve**
- **Our values & beliefs are clearly stated and reflected in our programmes and activities**
- **We have strategic plan that guides our board, staff and volunteers**
- **Our Board & committee meetings are well attended**
- **Our financial monitoring & control systems enable us to quickly identify errors and issues**
- **The Boards relationship with the principal is one of mutual trust & respect**
- **Our principal performance is evaluated**
- **Our financial expenditure are on line with our objectives & priorities**
- **The quality & quantity of our programmes and activities is consistent with resources**
- **Our stakeholders are kept aware of our major decisions & financial condition**
- **The Board provides orientation, professional development & evaluation for Board members & staff**
- **I am proud to be a trustee**

# Key Performance Indicators

# Quarter 1 '05

Earnings Per Share (\$000's)

Share Price (\$)



Source: Brown Governance [www.browngovernance.com](http://www.browngovernance.com)

