

**BARNSTABLE HORACE MANN CHARTER SCHOOL
BOARD OF TRUSTEES
FOUR YEAR GOALS AND ANNUAL OBJECTIVES**

These goals should guide us for the next 3-4 years.

A. PRESERVE CHARTER INTEGRITY

2007 Objectives		Owner	Deadline and/or key Board Milestones			
Key Actions						
1. Successful site visits			2006-2007	2007-2008	2008-2009	2009-2010
1.1	Review CSO report, School response, and annual report from last CSO visits (board and management team); share with staff	Management Team/BOT	April 2007, yr 8 visit		Charter renewal visit (TBD)	
1.2	Send in required documentation per CSO's Site Visit Protocol, Appendix A	Management Team	No later than 3/12/07		No later than one month before scheduled visit (TBD)	
1.3	Fully prepare staff for visit by gathering, and/or disseminating information relevant to upcoming site visit	Management Team	Ongoing in months before scheduled visit(s)		Ongoing in months before scheduled visit(s) (TBD)	
1.4	Fully prepare board for visit by disseminating relevant information to upcoming site visit	Exec Comm.	Begin no later than two board meetings prior to scheduled visit(s)		Begins in no later than two board meetings prior to each scheduled visit(s) (TBD)	
1.5	Ensure all groups and personnel to be interviewed by CSO are available (BOT, Management Team, SPED/ELL staff, teacher, student and family focus groups)	BOT/Management Team	Begin formation of focus groups no later than two months prior to scheduled visit(s); Get confirmation on availability for all others		Begin formation of focus groups no later than two months prior to scheduled visit(s) (TBD); Get confirmation on availability for all others	

	1.6 Debrief staff and BOT on findings; prepare response to Draft report if necessary	Management Team/Board Chair	As soon as feasible for staff; At the next BOT mtg following the scheduled visit(s) for BOT		As soon as feasible for staff; At the next BOT mtg following the scheduled visit(s) (TBD) for BOT	
2. Charter renewal preparation			2006-2007	2007-2008	2008-2009	2009-2010
	2.1 Form Charter Renewal Team and outline steps to be taken taking into consideration A.1.1.1	Exec Comm/Management Team		Sept 2008		
	2.2 Prepare renewal	Charter renewal Team		Ongoing		
	2.3 Approve renewal Application	BOT		No later than June 1, 2008		
	2.4 Obtain SC and BTA approval	Board Chair		No later than 7/15/08		
	2.5 Submit renewal application	Board Chair		No later than 8/1/08		
	2.6 Follow steps outlined in A. 1.1.2-1.1.6			See deadlines/milestones outlined in A. 1.1.2-1.1.6		
3. Remain active in Charter school Movement (with DOE, MCPSA, MTA, etc.)			2006-2007	2007-2008	2008-2009	2009-2010
	3.1 Each member is expected to attend a MCPSA Mtg at least once per term; every effort will be made to ensure there is board representation at the annual meeting held in the Spring	BOT	annually	annually	annually	annually
	3.2 Monitor websites and other publications for charter school news/information; disseminate information to board/management team	Governance Committee	Ongoing	Ongoing	Ongoing	Ongoing

B. ENSURE A SOLID ACCOUNTABILITY PLAN WITH PROGRESS THAT IS MONITORED

2007 Objectives		Owner	Deadline and/or Key Board Milestones			
Key Actions						
4. Board will assure oversight of all elements of the Accountability Plan			2006-2007	2007-2008	2008-2009	2009-2010
4.1	Each board committee will review the Accountability Plan goals specific/relevant to the committee to ensure adequate monitoring of progress towards the relevant goals is in place; meeting minutes should reflect review process and monitoring outcomes	Exec., Finance, Academic Affairs, Development & Community Relations, Governance		At initial meeting	At initial meeting	At initial meeting
4.2	Regular reporting to full board by committees regarding monitoring of relevant sections of the accountability plan	Chairs of the Exec., Finance, Academic Affairs, Development & Community Relations, Governance	At next BOT mtg following each subcommittee's scheduled mtg	At next BOT mtg following each subcommittee's scheduled mtg	At next BOT mtg following each subcommittee's scheduled mtg	At next BOT mtg following each subcommittee's scheduled mtg
4.3	Develop annual agenda item schedule and add as appropriate to the monthly mtg agenda.	Exec comm	End of August each year; monthly as required	End of August each year; monthly as required	End of August each year; monthly as required	End of August each year; monthly as required
4.4	Prepare annual report; present to board	Exec comm./ Management team	Prep: No later than Annual Board meeting of each year; Present: Fall of each year	Prep: No later than Annual Board meeting of each year; Present: Fall of each year	Prep: No later than Annual Board meeting of each year; Present: Fall of each year	Prep: No later than Annual Board meeting of each year; Present: Fall of each year

	4.5 Dedicate a minimum of one board workshop/retreat to one or more of the key elements that make up the plan	Exec comm	Nov., Feb, May, and/or Aug	Nov., Feb, May, and/or Aug	Nov., Feb, May, and/or Aug	Nov., Feb, May, and/or Aug
5. Assure that the Accountability Plan is amended as appropriate			2006-2007	2007-2008	2008-2009	2009-2010
	5.1 Conduct annual review of Accountability Plan; suggest changes if necessary	BOT/Management Team	Spring	Spring	Spring	Spring
	5.2 Approve Accountability Plan Changes	BOT	Bring to BOT at monthly meeting following review if needed	Bring to BOT at monthly meeting following review if needed	Bring to BOT at monthly meeting following review if needed	Bring to BOT at monthly meeting following review if needed
	5.3 Submit Accountability Plan changes to CSO when appropriate	Board Chair	If changed, upon completion and approval by BOT	If changed, upon completion and approval by BOT	If changed, upon completion and approval by BOT	If changed, upon completion and approval by BOT

C. SECURE THE SCHOOL WITH FINANCIAL RESOURCES TO MAINTAIN PROGRAMMING AND ALLOW FOR GROWTH

2007 Objectives		Owner	Deadline and/or Key Board Milestones			
Key Actions						
6. Work with District to develop and implement an equitable funding <u>formula</u> that allows long range planning			2006-2007	2007-2008	2008-2009	2009-2010
	6.1 Attend and participate in Funding Committee meetings	Finance Committee Rep and School Leader	As scheduled by district; Est. time of completion 06/07			
	6.2 Provide on-going feedback to Board re progress of Funding Committee	Finance Committee Rep and School Leader	At monthly board mtgs following a scheduled committee mtg			
	6.3 Monitor yearly appropriation against other schools to ensure formula is working and remains fair/equitable	Finance Committee	Prior to signing MOU in June; and again in Fall when \$ amount is finalized	Fall when \$ amount is finalized	Fall when \$ amount is finalized	Fall when \$ amount is finalized

7. Establish a Reserve Policy			2006-2007	2007-2008	2008-2009	2009-2010	
	7.1	Provide recommendation on minimal reserve balance	Finance Committee	March 2007			
	7.2	Develop guidelines for what the \$ above the minimal reserve base can be used for	Finance and Management Team	April 2007			
	7.3	Combine above 2 into a written policy document and obtain board approval	Finance Comm	May 2007			
8. Explore a Development Policy (i.e., fundraising) as a complement to the Reserve Policy							
	8.1	Research development policies from similar organizations	Development and Community Relations Committee	Ongoing			
	8.2	Draft a policy for enhancing reserves in response to anticipated needs	Development and Community Relations/ Finance Committee		Ongoing		
	8.3	Present policy for board approval	Finance Committee		No later than June 2008		
9. Assure that Board strength and diversity including financial expertise			2006-2007	2007-2008	2008-2009	2009-2010	
	9.1	Determine which BOT members will be returning for the next school year and re-assess the skill/expertise make-up of the board based on the returning members	Governance Committee	Prior to beginning recruitment process (Feb 2007)	Prior to beginning recruitment process (Feb 2008)	Prior to beginning recruitment process (Feb 2009)	Prior to beginning recruitment process (Feb 2010)

	9.2 Recruit/Advertise for new board members who possess the specific skills/expertise that will maintain a depth and balance of skills on the board	Governance Committee	March 2007	March 2008	March 2009	March 2010
	9.3 Interview/select candidates for nomination; determine term lengths for each nominee that will assure board continuity	Governance Committee	April-May 2007	April-May 2008	April-May 2009	April-May 2010
	9.4 Present list of nominees and anticipated term lengths for board approval	Governance Committee Chair	At annual mtg; June 2007	At annual mtg; June 2008	At annual mtg; June 2009	At annual mtg; June 2010

D. ENGAGE AND EDUCATE THE DISTRICT AND COMMUNITY ON THE BENEFITS OF CHARTER UNIQUENESS; AND SECURE THE GOVERNANCE OF OUR CHARTER

2007 Objectives		Owner	Deadline and/or Key Board Milestones			
Key Actions						
10. Construct an MOU that is specific to this school (i.e., we educate all the district children for these grades) and is longer term (not renegotiated every year)			2006-2007	2007-2008	2008-2009	2009-2010
	10.1 Schedule initial meeting with School Committee and Administration to begin process of constructing MOU; schedule additional meetings as needed	Board Chair (schedule)/ Board Chair, Board Treasurer and School Leader (minimum attendees)	No later than April 2007	As needed	As needed	As needed
	10.2 Bring draft MOU to board for approval	Board Chair	At May and June (if necessary) board mtgs	As needed	As needed	As needed
	10.3 Sign off MOU following board approval	Board Chair	Prior to 6/30/07 (current MOU exp. Date)	As needed	As needed	As needed

11. Secure and maintain support of the School Committee (and District Administration) and BTA.			2006-2007	2007-2008	2008-2009	2009-2010
11.1	Schedule informal sessions with the BOT, School Committee, BTA, Central Office, and Site staff	Board/Management Team	Yearly as mutually agreed upon	Yearly as mutually agreed upon	Yearly as mutually agreed upon	Yearly as mutually agreed upon
11.2	Formally present Annual Report and progress towards accountability plan to School Committee	School Leader and Board Chair	Annually (Fall)	Annually (Fall)	Annually (Fall)	Annually (Fall)
11.3	Disseminate final version of the CSO site visit report to School Committee, Superintendent and BTA	Board Chair	No later than one month following receipt of report in 2007.		No later than one month following receipt of report in 2009	
12. Promote Community understanding and involvement			2006-2007	2007-2008	2008-2009	2009-2010
12.1	Continue school programming which encourages community support including MSL, PAC, Coffee Hours, Mini Golf, Family Math, Book Buddies, etc.	Management Team	On-going	On-going	On-going	On-going
12.2	Continue positive use of media including school website, Cape Cod Times, and Barnstable Patriot to promote school	Management Team	Monthly	Monthly	Monthly	Monthly
12.3	Seek out, develop, and maintain partnerships with local civic, social, business, and cultural organizations or groups with an emphasis on fostering diversity awareness	Development and Community Relations Committee	Ongoing	Ongoing	Ongoing	Ongoing

	12.4 Investigate ways (and means) to disseminate charter school best practices, and propose to BOT	Board task force			By the end May 2009	
	12.5 Post final version of the CSO site visit and annual reports to school website; distribute annual report to town libraries	Board Chair	Annual report: each Fall Site report: No later than one month following receipt of report in 2007	Annual report: each Fall	Annual report: each Fall Site report: No later than one month following receipt of report in 2009	Annual report: each Fall
	12.6 Post board mtg agendas and minutes on school website	BOT	Monthly	Monthly	Monthly	Monthly

E. CONTINUE TO SUPPORT AND PROMOTE INNOVATION WHICH ASSURE EXCELLENCE FOR ALL

2007 Objectives		Owner	Deadline and/or Key Board Milestones			
Key Actions						
13. Create opportunity to encourage innovation			2006-2007	2007-2008	2008-2009	2009-2010
	13.1 Encourage staff to bring forward ideas and attend professional development which incorporates innovative teaching practices	Management Team	On-going	On-going	On-going	On-going
	13.2 Continue to seek out grant opportunities that provide the means for innovative practices	Management Team	Ongoing	On-going	On-going	On-going
	13.3 Initiate a board program for regular recognition of staff members who embrace innovative practices and risk-taking	BOT		Begin (FY 2008); upon recommendation of management team	upon recommendation of management team	upon recommendation of management team

14. Evaluate innovations for effectiveness and for best practices			2006-2007	2007-2008	2008-2009	2009-2010
14.1	Report and update BOT on initiatives which support innovations	Academic Affairs	Monthly as appropriate	Monthly as appropriate	Monthly as appropriate	Monthly as appropriate
14.2	Assess and evaluate the use of new practices and programming geared toward innovation	Academic Affairs	Quarterly as appropriate	Quarterly as appropriate	Quarterly as appropriate	Quarterly as appropriate
14.3	Look for opportunities to disseminate best practices	Academic Affairs	On-going	On-going	On-going	On-going