

**Governing for Greatness Series**

# Boards as Strategic Planners

Ensuring the Mission is Accomplished



Mary Bradley | Jeff Wasbes | Michele Joerg | Joan Walrond | Amy Kolz



**BOARD**  
NETWORK



# A Community Designed to Elevate Your Boards

[www.CharterInstitute.org/Board-Network](http://www.CharterInstitute.org/Board-Network)



# A Community Built for Boards

## Enjoy the Advancement!



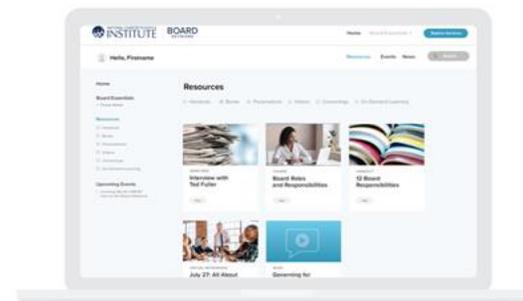
### On-Demand Learning

Online trainings are released each month with timely board related topics that will earn you credentials.



### Networking & Events

Connect with your peers and acquire best practices from across the nation with monthly virtual networking events.



### Tools & Resources

Access a resource library comprised of a broad range of tools and information to advance your board.



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# Board Network Hub

The screenshot shows the top navigation bar with the National Charter Schools Institute Board Network logo, user profile for Christina Musinski, and links for Home, Board Essentials, and Explore Services. A sidebar on the left lists Board Essentials topics from July to June. The main content area features a large blue banner with the text 'Welcome to the Board Network' and a 'Watch' button. Below the banner, there is introductory text about the network's purpose and an invitation to a live convening on May 31.

**Home**

**Board Essentials**  
COMING SOON

- 1. Board Essentials (July)
- 2. Foundation of Governance (August)
- 3. Effective Management (September)
- 4. Fiscal Stewardship (October)
- 5. Organizational Health (November)
- 6. Effective Board Practice (December)
- 7. Student Success (January)
- 8. Financial Planning (February)
- 9. School Safety (March)
- 10. Planning Strategically (April)
- 11. Developing Your Board (May)
- 12. Board as Advocates (June)

**Resources**  
Handouts  
Books  
Videos  
On-Demand Learning

## Welcome to the Board Network

Thanks for joining. Let's journey together!

[Watch](#)

**Welcome to the National Charter School Institute Board Network!** You are joining board members and leaders nation to ensure all students have access to an education that meets their needs and propels them to realizing the

The Board Network, **officially beginning on July 1**, will provide you opportunities to tackle meaningful topics along the field, fellow board members and leaders. You will also have access to tools, resources and accredited on-demand learning.

In anticipation of July 1, you are invited to join your peers from across the nation on May 31 to explore the important with intentionality. Sign up for the live convening below.

To get you started on your Board Network journey, below you can access an electronic copy of our nationally rec

This screenshot shows the 'See What's New' section of the Board Network Hub. It features a list of Board Essentials topics on the left and three featured items: a video titled 'Welcome to the Board Network', a convening event 'May 31, 1-2pm | The Power of Governance and Strategic Leadership', and a book 'Governing for Greatness'. A handout titled '12 Responsibilities of a Charter School Board Member' is also visible at the bottom.

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**Resources**  
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## See What's New

**VIDEO**  
**Welcome to the Board Network**  
[View](#)

**CONVENING**  
**May 31, 1-2pm | The Power of Governance and Strategic Leadership**  
[View](#)

**BOOK**  
**Governing for Greatness**  
[View](#)

**HANDOUT**  
**12 Responsibilities of a Charter School Board Member**  
[View](#)



# Register for Board Network

 **BOARD**  
NETWORK 🛒 0

[1. REGISTER BOARD\(S\)](#) [2. REVIEW CART](#) [3. CHECKOUT](#) [4. ADD BOARD MEMBERS](#)

## Join Today!

Welcome! We are excited that you are ready to register your board(s) for the National Charter School Institute's Board Network.

The Board Network is for your entire board team. This includes board members and individuals supporting charter school boards (school leaders, management organization team members, and others that work with your board)

Please begin registering your board team below. If you have multiple boards to register, you will be prompted to add additional board teams on the following setup page.

Let's get started!

**Team Size**

**School / Board Name \***

Yes, I'm one of the participants on this account (optional)

[Sign Board Up Now](#)



# Join Our Homeroom for Boards

At the National Charter Schools Conference | June 19-21 | Austin, TX

## Homeroom: Charter School Board Members

Jim Goenner, Mary Bradley & Mark Weinberg



**Monday-Wednesday, June 19-21 | 8:00 - 8:45 am**  
**Room: Convention Center Meeting Room 19 (AB)**

Explore topics including:

- Attract talent and foster a winning culture
- How to achieve a "no surprises" contract renewal
- Advocate and be ambassadors for your school



**BOARD**  
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**Jeff Wasbes**  
Executive Deputy Director  
for Accountability  
SUNY Charter Schools  
Institute



**Michele Joerg**  
Vice Chair  
DREAM Charter School



**Joan Walrond**  
Board Chair  
Community Partnership  
Education Corporation



**Amy Kolz**  
Board Member  
Community Partnership  
Education Corporation





# Strategic Planning & Implementation

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CPCSEC / Beginning with Children Schools

**Community  
Partnership**

BY BEGINNING WITH CHILDREN

**Beginning  
with Children**

CHARTER SCHOOL 2

**Community  
High School**

BY BEGINNING WITH CHILDREN

**Beginning  
with Children**

EDUCATION NETWORK

# Beginning with Children / CPCSEC Schools

## Who we are

- Founded in 1990, BwC is a small Brooklyn-based network of K-12 charter schools and a college and career success program
- BwC partners with Community Partnership Charter School Education Corporation to operate 2 charters, serving over 1,000 students in PreK through high school.
- We focus on our students' academic growth while creating nurturing and robust educational environments infused with rich arts instruction and a deep commitment to experiential learning.
- The Legacy Network provides comprehensive academic and career development services to support students to and through college.





# Annual Board Retreat

Elements to Consider for Effective Strategic Planning

- Time and Place
- Board Member Attendance
- Clear Focus & Goals
- External Facilitator
- Explicit Follow up Actions



# Strategic Questions

February 2019 Retreat

1. *What were the possible future directions for CPCS?*
2. *Did we want to pursue growth to a high school?*

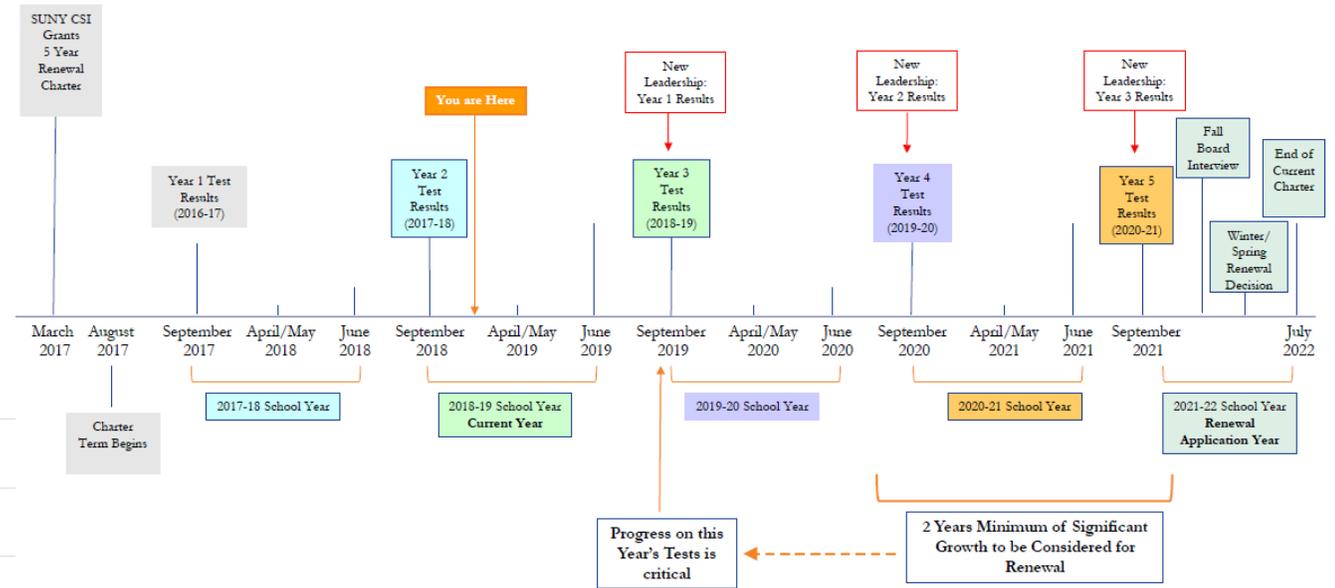
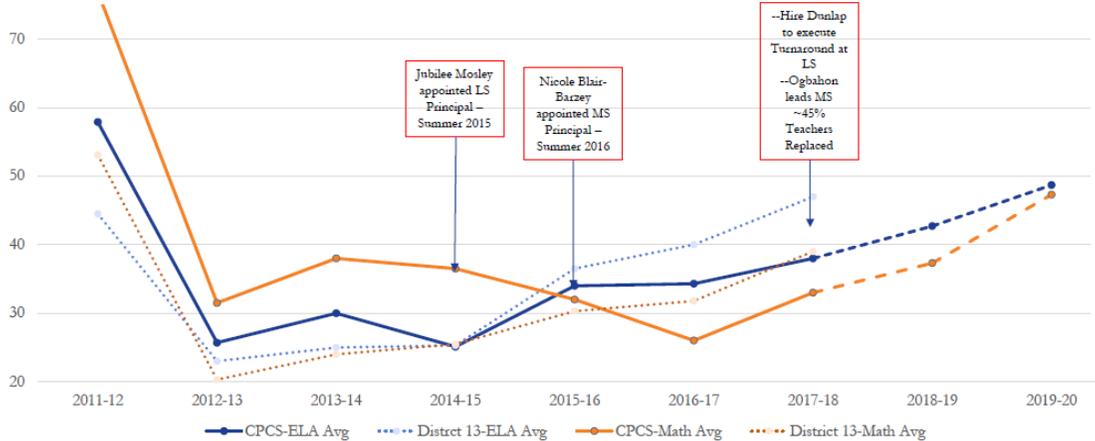
# Future Direction of CPCS?

Setting the stage: Why are we Talking about this Now?

*Sample of Background materials prepared by BwC for Board Retreat (2019)*

## State of the Schools: CPCS

2011 - Present



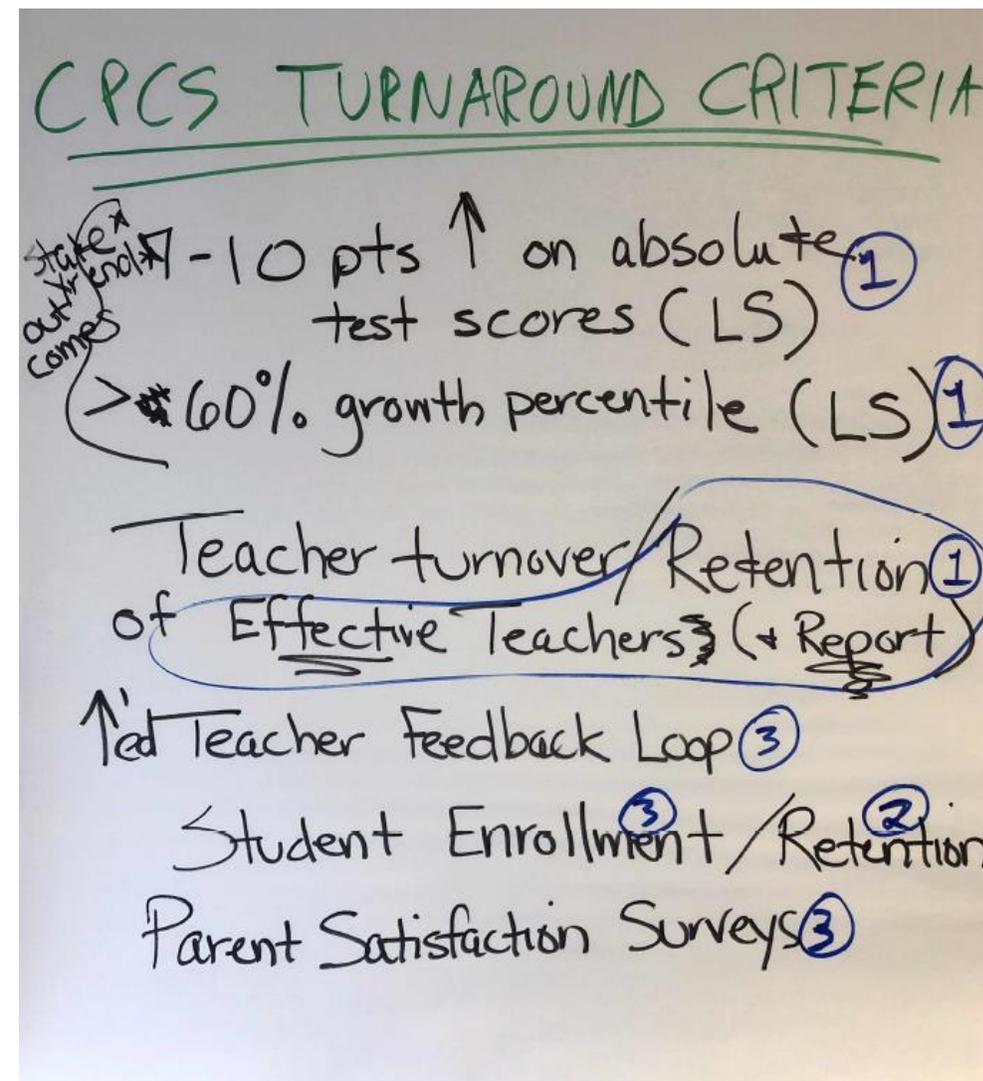
# Future Direction of CPCS?

2019 Retreat discussion

## Group Discussion Determining & Ranking Essential Metrics Defining a Turnaround at CPCS

### Metrics to Consider

Annual Measures	Interim Measures
<p>NYS Test:</p> <ul style="list-style-type: none"><li>Absolute Proficiency Levels</li><li>Mean Growth Percentile</li><li>Decline in % of Level 1s</li><li>Comparison to Students' Home District</li><li>Increase in Effect Size (Lagging)</li></ul> <p>Internal:</p> <ul style="list-style-type: none"><li>Retention of Effective Teachers &amp; Leaders</li><li>Increase in Predictive Value of Internal Assessments/ Curriculum</li></ul>	<p>Internal Measures of Student Performance:</p> <ul style="list-style-type: none"><li>Network-wide Interim Assessments (4x year)</li><li>Mid-Year Ready Mock Test (1x Year)</li><li>iReady Diagnostic Tests (3x year)</li></ul> <p>Other Measures of Progress:</p> <ul style="list-style-type: none"><li>Increased Student Time in Small Group Instruction</li><li>Increased # of Student Interventions (daily, weekly)</li><li>Student &amp; Teacher attendance</li><li>Increase in Teacher Coaching/Feedback</li><li>Shorter Data Cycle (evidence that assessment data increasingly used to adjust instruction/intervention)</li></ul>



# Future Direction of CPCS?

## 2019 Retreat Discussion and Follow up Actions

- **Group Discussion of Pros / Cons of Scenarios (including closure, non-renewal or merger with network school) if CPCS did not meet turnaround criteria over next 1-2 years**
- **Follow up Actions:**
  - BwC team further defined Turnaround Criteria; sought buy-in from School Leaders
  - Board approved Turnaround Benchmarks, incorporated into leader evaluations
- **Resolution:**
  - CPCS significantly outperformed turnaround benchmarks on 2019 tests
  - Today CPCS outperforms city, state and district peers



Attachment A- Key Benchmarks Indicating Successful Turnaround at CPCS-- Board Oversight

Annual Metrics / Benchmarks		Interim Metrics / Benchmarks - DRAFT
Fall 2019	Fall 2020	2019-20 School Year
<b>Absolute Scores on NYS Tests (2018-19 Test)</b> <ul style="list-style-type: none"> <li>• <u>Lower School:</u> Avg of 7-10 percentage point increase in ELA / Math (Resulting scores = 43-46% proficiency in ELA; 40-43% in Math)</li> <li>• <u>Middle School:</u> Maintain 2017-18 Averages in ELA (39%) and Math (31%) (Both still either flat or beat District)</li> </ul>	<b>Absolute Scores on NYS Tests (2019-20 Test)</b> <ul style="list-style-type: none"> <li>• <u>Lower School:</u> Avg of 7-10 percentage point increase in ELA / Math (Resulting scores = 50-56% proficiency in ELA; 47-53% in Math)</li> <li>• <u>Middle School:</u> Avg of 7-10 percentage point increase in ELA / Math (Resulting scores = 46-49% in ELA, 38-40% in Math)</li> </ul>	<b>F&amp; P Test</b> <ul style="list-style-type: none"> <li>• February tests indicate 80% of students are on track to meet expected growth standards for their grade level</li> </ul>
<b>Growth Percentile on NYS Tests (2018-19 Test)</b> <ul style="list-style-type: none"> <li>• Lower School: <math>\geq 60</math></li> <li>• Middle School: <math>\geq 50</math></li> </ul>	<b>Growth Percentile on NYS Tests (2019-20 Test)</b> <ul style="list-style-type: none"> <li>• Lower School: <math>\geq 55</math></li> <li>• Middle School: <math>\geq 55</math></li> </ul>	<b>Ready Mock Assessments- Mid-Year</b> <ul style="list-style-type: none"> <li>• Math: Avg of 3-5 percentage point increase in proficiency on taught standards questions compared to Average Math proficiency on prior spring's NYS test</li> <li>• ELA: Avg of 5 percentage point increase in proficiency compared to prior year's Ready assessment</li> </ul>
<b>Effect Size on NYS Test (2018-19 Test)</b> <ul style="list-style-type: none"> <li>• Progress towards goal of 0.3 Effect Size in ELA / Math on 2019-20 test</li> </ul>	<b>Effect Size on NYS Test (2019-20 Test)</b> <ul style="list-style-type: none"> <li>• Meet or exceed 0.3 Effect Size in ELA / Math</li> </ul>	<b>I-Ready Diagnostic Assessments</b> <ul style="list-style-type: none"> <li>• 3x year – Fall, Winter, Spring</li> <li>• <u>Lower School:</u> <ul style="list-style-type: none"> <li>○ Target % of students who are on pace in Winter / Spring with "Stretch Growth" Scale Score Increase?</li> </ul> </li> <li>• <u>Middle School:</u> <ul style="list-style-type: none"> <li>○ At least 35% of Level 1 &amp; 2 Students (2+ year cohort) will be on track to achieving iReady "stretch" annual growth goals</li> <li>○ At least 80% of Level 3 &amp; 4 students (2+ year cohort) will be on track to achieve iReady "typical" or "stretch" annual growth goals</li> </ul> </li> </ul>

# Pursuing a High School?

## Retreat Discussion and Follow up

- **Background from BwC team:**
  - Overview of BwC/Legacy Network alumni services currently provided to high school and college students
  - Current high school options for our network's 8th grade graduates
- **Board discussion of expansion to high school:** interactive SWOT Analysis
- **Discussion of potential means of expansion to high school**
  - Expansion of B2 Charter vs. Merger

Pursue High School - STRENGTHS

- Built-in Customer/Student Base
- Legacy Network
- Pioneer in education reform/start up
- Community would support idea/BwC <sup>solid repu</sup>
- quality community HS available - embedded in community partnerships that already exist
- build on trust of current families

Pursue High School - OPPORTUNITIES

- IMPROVE STUDENT OUTCOMES
- EXPAND IMPACT ON OUR STUDENTS MISSION DRIVEN
- Provide quality option for students in Community
- strong brand of BwC/CPEC
- LEGACY NETWORK \$/FUNDRAISING → SCHOOLS
- Vertical alignment w/ K-8
- Helps recruit teachers
- Economies of scale

Pursue High School - THREATS

- Available Charter + funding
- Risk of School Start-up + meeting <sup>remnants early (basically solving the problem)</sup>
- Distracts us from our current goals, pulls resources
- 7-10 year commitment → space issues
- Reputation
- CSI Reception unknown - (lots of new HS apps?)
- Political Resistance
- COST

Impact of Failure

- reputation
- organization distraction

# Pursuing Growth to High School?

## Resolution and Follow up

- ***Consensus from Retreat & Follow up Actions:***
  - BwC team mandated to begin exploration and planning process of a network high school application through expansion of the B2 charter.
- ***Resolution:***
  - Received approval for charter expansion to 12<sup>th</sup> grade in March 2021
  - Community High School launched inaugural 9<sup>th</sup> grade class in August 2022





Play.  
Learn.  
Grow.  
**DREAM**



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What started as a little league program soon added a summer literacy component and evolved into a **sports-based youth development organization**.



Since founding its first charter school in 2008, DREAM has grown into a **network of extended-day, extended-year schools** for over 1,500 children in grades PK to 12 in East Harlem and the South Bronx.



DREAM's commitment also extends beyond the classroom and playground and into our students' postsecondary pathways, ensuring that our graduates, or Legends, find their way to **and through college, a meaningful career, and beyond**.



# TODAY

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DREAM serves nearly 2,600 young people through our schools, out of school time programs, & postsecondary supports.

**1,500**

Students in grades PK to 12 enrolled in **six DREAM Charter Schools**, with an additional **800 students** attending other NYC public schools

**260**

Graduates of our schools & programs, our “Legends”, including DREAM Charter High School’s founding class who achieved a **100% graduation rate**

**320**

**Full-time employees** serving children, families, and communities in East Harlem & the South Bronx

**\$52M**

**Annual operating budget** for DREAM Charter Schools and out of school time programs



Over the next 6 years,  
DREAM will grow to support  
nearly 4,000 young people.



**2,500**

DREAM Charter School students  
in 7 schools serving grades PK-  
12

**1,000**

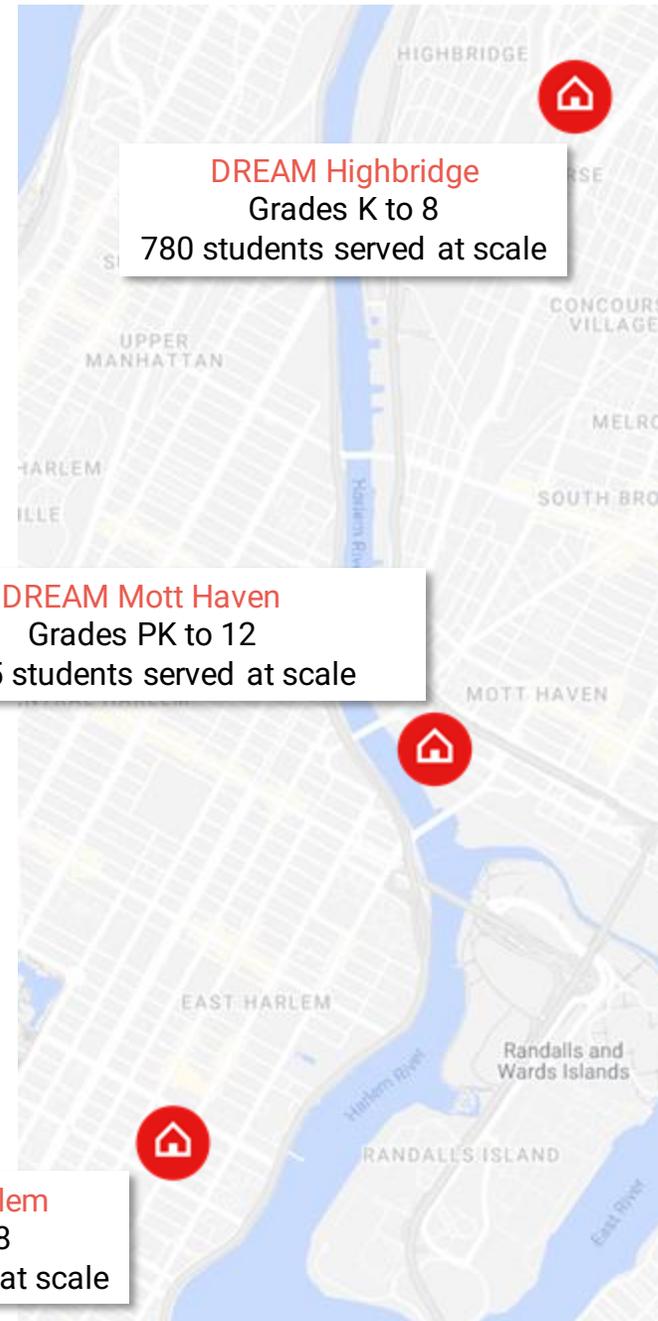
Legends alumni in college,  
career, & beyond

**525**

Full-time employees at three  
permanent sites

**\$100M**

Annual operating budget



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# Our Grow the Whole Child Model



-  Year after year, DREAM outperforms the city and state in Math & ELA proficiency
-  DREAM students consistently make gains in 2+ social emotional learning competencies
-  99% of families agree or strongly agree that they feel welcome at DREAM
-  DREAM provides consistent mental health services and offers a range of extracurricular athletic activities at all ages



# DREAM May 2018 Boxscore

<u>Department</u>	<u>Metric Breakdown</u>	<u>Successes</u>	<u>Challenges</u>
<b>Impact</b>			
<b>PreK - 5 School Charter</b>	<p>n=38</p>	<ul style="list-style-type: none"> <li>- Observation rubric scores met target in 3 domains and improved in the Academic Ownership domain</li> <li>- Spring TCP student survey results were 76% favorable in terms of classroom engagement, pedagogical effectiveness and rigorous expectations</li> </ul>	<ul style="list-style-type: none"> <li>- Attendance remains below target at 93.0%</li> <li>- Lateness is below target but increased from 60% to 65%</li> </ul> <p style="text-align: right;">➔</p>
<b>Middle School Charter</b>	<p>n=29</p>	<ul style="list-style-type: none"> <li>- Percentage of observations vs. target increased from 82% to 88%</li> </ul>	<ul style="list-style-type: none"> <li>- Observation rubric scores for culture of learning are significantly below target</li> </ul> <p style="text-align: right;">➔</p>
<b>High School Charter</b>	<p>n=32</p>	<ul style="list-style-type: none"> <li>- Major improvement in Algebra exam pass rate from 43% in March to 61% in May</li> <li>- 28% of students earned a college ready score in both Reading and Math on the PSAT 8/9, which is exciting given that only 10% of students entered 9th grade proficient in both Reading and Math on the NYS Test</li> </ul>	<ul style="list-style-type: none"> <li>- Limited progress in the percentage of students with GPA of 80% or above in core courses</li> </ul> <p style="text-align: right;">➔</p>
<b>Families and Communities*</b>	<p>n=19</p>	<ul style="list-style-type: none"> <li>- 96% family satisfaction</li> <li>- 90% of families attending at least 2 school events</li> </ul>	<ul style="list-style-type: none"> <li>- Informative social work metrics continue to be explored</li> </ul> <p style="text-align: right;">➔</p>
<b>Health &amp; Sustainability</b>			



# DREAM May 2018 Boxscore continued

## Health & Sustainability

<b>Talent</b>	<p>n=48</p>	<ul style="list-style-type: none"> <li>- 81% to hiring goal through April for upcoming school year</li> <li>- 83% of teachers above 2 overall on observation rubric</li> </ul>	<ul style="list-style-type: none"> <li>- Pipeline rates lower this quarter, likely due to roles being more niche/SS - need to find ways to build that pipeline.</li> </ul>	→
<b>Shared Services</b>	<p>n=21</p>	<ul style="list-style-type: none"> <li>- Space setup requests continue to be carried out successfully</li> </ul>	<ul style="list-style-type: none"> <li>- Significant number of Amex card holders failed to submit expense reports to Finance department on time</li> </ul>	→
<b>Development</b>	<p>n=27</p>	<ul style="list-style-type: none"> <li>- Combined revenue forecast of \$28.8MM significantly higher than budget</li> </ul>	<ul style="list-style-type: none"> <li>- % of leads converted lower than previous months</li> </ul>	→
<b>Finance</b>	<p>n=10</p>	<ul style="list-style-type: none"> <li>- Forecasted operating surplus for both DREAM and DREAM Charter School</li> </ul>	<ul style="list-style-type: none"> <li>- Slight increase in combined expense forecast from previous months</li> </ul>	→

**Legend:**

- Metrics at or above target
- Metrics moderately below target
- Metrics significantly below target
- Metrics tracked but without a set target
- Currently not tracked / behind schedule
- Metrics being piloted
- Arrows indicate progress from previous month
- \* Previous month's data



Objective	Metric	Target	FY17 Avg	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY18 Avg	
<b>PreK-5 school</b>															
Academics	Pre-K: ECR Language & Literacy % on track	>=75%	66%	86%	91%			82%		64%		75%		80%	
	Pre-K: PALS Letter ID % on track	>=75%	75%	69%	60%			83%		61%		78%		70%	
	Pre-K: PALS Letter Sound % on track	>=75%	45%	43%	43%			78%		67%		75%		61%	
	Kindergarten % students reading above grade level	>=75%	55%					70%		83%		70%		74%	
	Grade 1 % students reading above grade level	>=75%	38%	56%				22%		26%		67%		43%	
	Grade 2 % above NYS average ELA	>=0%	0%		-11%			-5%		-11%			-10%		-9%
	Grade 3 % above NYS average ELA	>=0%	4%		-8%			-11%		-5%			0%		-6%
	Grade 4 % above NYS average ELA	>=0%	2%		-3%			3%		1%			8%		2%
	Grade 5 % above NYS average ELA	>=0%	3%		-4%			5%		-7%			2%		-1%
	Pre-K: ECR math % on track	>=75%	74%	94%	63%			61%		63%		75%		71%	
	Kindergarten % students Math above 60%	>=75%	61%		71%			73%		72%		78%		73%	
	Grade 1 % students Math above 60%	>=75%	60%		59%			65%		85%		91%		75%	
	Grade 2 % above NYS average in math	>=0%	-2%		-12%			-9%		-1%			-10%		-8%
	Grade 3 % above NYS average in math	>=0%	7%		-9%			-7%		-1%			7%		-3%
	Grade 4 % above NYS average in math	>=0%	8%		-7%			1%		7%			12%		3%
	Grade 5 % above NYS average in math	>=0%	3%		0%			-4%		2%			4%		1%
	Youth Outcomes	Number of youth enrolled DREAM ES K-5	321	323	326	324	325	324	325	324	323	322	322		324
Number of youth enrolled Pre-K		36	36	36	36	36	36	36	36	36	36	36		36	
K-5 attendance		>95%	94.1%	95.5%	94.9%	94.7%	94.2%	93.3%	93.4%	93.1%	93.1%	93.0%		93.9%	
% of students late less than 3 times a month DREAM ES		>90%	66%	73%	65%	74%	66%	64%	69%	60%	60%	65%		66%	
% youth reporting high satisfaction with program DREAM ES		>75%	79%			80%					76%			78%	
% students with less than 2 suspensions (YTD) DREAM ES		>=98%	100%	100%	99.7%	99.7%	99.7%	99.7%	99.7%	99.4%	99.4%	99.4%		100%	
Youth attrition DREAM ES		<1%	0.2%	0.6%	0.3%	0.3%	0.3%	0.3%	0.0%	0.3%	0.0%	0.3%	0.0%	0.9%	
Process fidelity / develop high performing staff	% teachers at or above 2 out of 4 in culture of learning DREAM ES	>=90%	88%		100%	83%	97%	97%	97%	97%	97%	97%		96%	
	% teachers at or above 2 out of 4 in essential content DREAM ES	>=90%	91%		100%	83%	97%	97%	97%	97%	97%	97%		96%	
	% teachers at or above 2 out of 4 in academic ownership DREAM ES	>=75%	65%		81%	72%	62%	59%	59%	59%	62%	68%		65%	
	% teachers at or above 2 out of 4 in demonstration of learning DREAM ES	>=75%	76%		94%	75%	88%	88%	88%	88%	85%	85%		86%	
	% observations vs. target DREAM ES	>90%	85%	86%	97%	100%	97%	91%	97%	100%	83%	89%		93%	
Efficiency	Cost per youth - DREAM ES	16,703	16,193	16,278	16,342	16,440	16,683	16,595	16,673	16,771	16,985			16,596	
	Cost per youth - Pre-K	17,171	16,428	18,463	18,115	17,990	17,197	17,105	17,164	17,208	17,311			17,569	
	Utilization DREAM ES	95%	99.8%	96.3%	95.5%	95.3%	94.8%	94.0%	94.1%	93.8%	93.7%	93.6%		94.6%	



# COLLEGE & CAREER PROGRAM DEVELOPMENT

<b>College &amp; Career Access</b>	Build college access strategy supports & programming	
	Build college access data systems (evaluation and infrastructure)	
	Design and execute alt-pathway programming that results in optimal placement in post-secondary pathway	
<b>College &amp; Career Success</b>	Build Legends enhancements and growth planning deliverables	
	DCS Middle School alumni strategy planning	
<b>Partnerships</b>	Build formal and informal college partnerships	
	Build career partnerships for HS age work-based experiences	
	Build career partnerships to support Legends internship planning	



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## Words to live by: DREAM Maxims

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From our classrooms to our playgrounds and into the community, DREAM's maxims remind us of the values we strive to live by every day.



All kids can. This kid can.



DREAM is family.



Fun is a serious value.



Fail. Persist. Exceed.



Teamwork makes the DREAM work.



DREAM big.



# The **DREAM** Difference

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## **Whole child education**

DREAM will expand to seven schools serving at least 2,500 students grades PreK-12.

## **College completion**

DREAM will achieve a college completion rate that outperforms the national average for public schools and other top-performing charter schools.

## **Generational impact**

DREAM's Legend Program will grow to serve nearly 1,000 alumni annually, with postsecondary supports that ensure our long investment in their success is rewarded.





# DREAM

*Providing extended-day, extended year services to young people in East Harlem & the South Bronx through a network of charter schools, out-of-school time programs, & postsecondary supports since 1991*

1991 Second Avenue · New York, NY 10029  
wearedream.org | 212.740.1618



**BOARD**  
NETWORK

Question?

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Answer

# Join Our Homeroom for Boards

At the National Charter Schools Conference | June 19-21 | Austin, TX

## Homeroom: Charter School Board Members

Jim Goenner, Mary Bradley & Mark Weinberg



**Monday-Wednesday, June 19-21 | 8:00 - 8:45 am**  
**Room: Convention Center Meeting Room 19 (AB)**

Explore topics including:

- Attract talent and foster a winning culture
- How to achieve a "no surprises" contract renewal
- Advocate and be ambassadors for your school



**BOARD**  
NETWORK



**BOARD**  
NETWORK



# A Community Designed to Elevate Your Boards

[www.CharterInstitute.org/Board-Network](http://www.CharterInstitute.org/Board-Network)



# Thank You!



# Join Us for Our Next Board Webinars

## Upcoming Topics...

June

Strategic Planning

July

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