

Assessment and Workbook

# 10

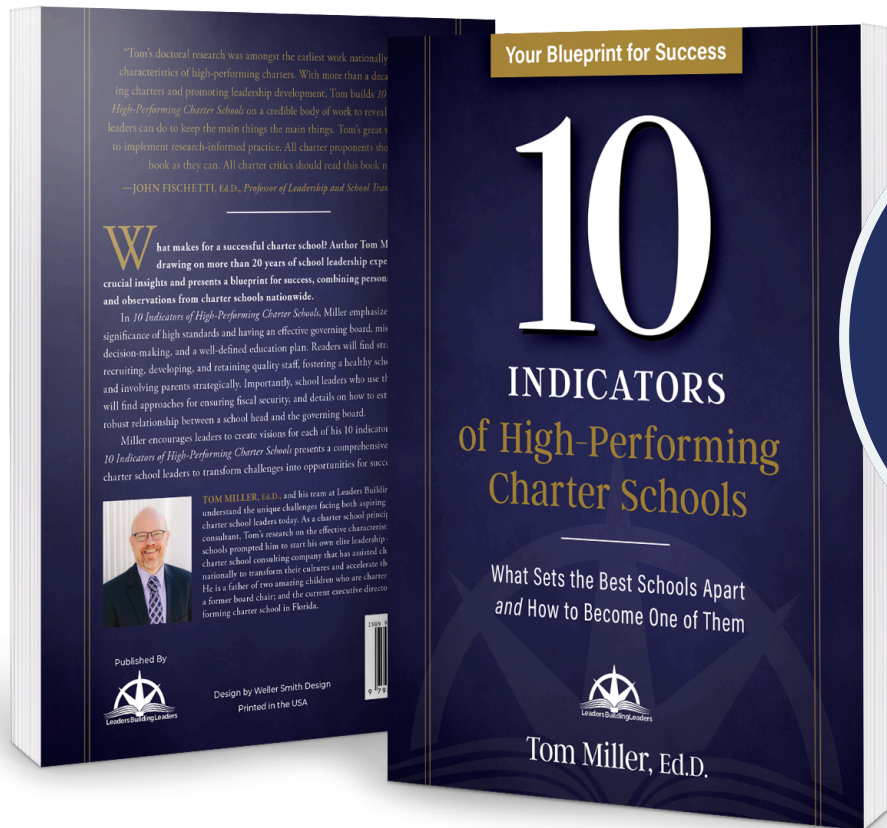
## INDICATORS of High-Performing Charter Schools

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What Sets the Best Schools Apart  
*and* How to Become One of Them



Tom Miller, Ed.D.



Grab my 10 Indicators of High-Performing Charter Schools book at [tenindicators.com](http://tenindicators.com) and [amazon.com](http://amazon.com)



## Gain Proven School Improvement Strategies From Over 20 Years of Research, Implementation and Analysis

- A step by step guide to designing the highest performing public school in your community.
- Gain clarity on what are the Indicators of High Performance and how the management team, teachers and board can work together.
- Create common school improvement language for your team.
- Get proven methods and strategies with a step by step process on how to implement new initiatives and empower your team.

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Get your book at [tenindicators.com](http://tenindicators.com)

**Hey Charter School Leader! I am Dr. Tom Miller.** I've spent the last ten years walking the hallways of the most impactful charter schools and collaborating with the most transformational school leaders across the nation. First as a doctoral student and middle school director of a high performing rural charter school. Then I spent two years working as a consultant for the North Carolina Department of Public Instruction's Office of Charter Schools. In 2014 I founded Leaders Building Leaders, the most trusted and transformational school leadership company in the world.

Our team at Leaders Building Leaders, being former principals of high performing charter schools, understand the unique challenges facing both aspiring and experienced charter school leaders today. This assessment allows our team to identify the current reality of the charter schools performance, identify key issues and provide proven methods and strategies to assist charter school leaders and governing boards to navigate their organizations from success to significance. Each of these Performance Indicators are critical to the long term success and viability of the charter school where you lead, govern, or teach. We are excited to share our research and proven strategies with you.

## **HOW TO USE THIS WORKBOOK**

1. Download, print and share this document with the key members of your charter school's team.
2. As a team, read and review each Performance Indicator. Discuss what VICTORY would look like and feel like at your charter school if each Indicator were at Exemplary status. Write down your responses; casting a vision for your High Performing Charter School.
3. Then, using only hard evidence and current facts, rate each indicator by determining if you agree or disagree with the indicator. Do not allow for educated guesses or "I think" to influence your rating. By rating your school based on facts and results, you are identifying the current reality of your school. This might be the most important job as a leader.
4. As a team, work through the "Wheel of Success" exercise on page 9.
5. As a team, write short and long term measurable goals based on each Indicator in order to create a strategic plan to close the performance gap.
6. You can buy my book at [tenindicators.com](http://tenindicators.com) and get access to proven methods and strategies to improve each indicator.
7. Continue to review your Wheel and reassess the charter school at least twice a year. This will help you to measure the overall progress and keep the focus on the end in mind.

If you need more clarity, examples, or support with any of these indicators, reach out at my email below. My team and I are here to serve you.

*Dr. Tom*

## Indicator 1: Clear and Sustained Mission and Vision

- Mission that is inspiring, easy to understand, and easily communicated to all stakeholders and partners. (agree/disagree)
- Mission and vision are documented and communicated thoroughly to ensure consistency amongst teacher practices, curriculum, and academic focus. (agree/disagree)
- Mission and vision are the driving points of all decisions (evidenced by education programming, employee development, and budget). (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/3

Notes: \_\_\_\_\_  
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## Indicator 2: Focusing on the Quality of the Work of the School

- School wide goals and performance indicators for student learning are adopted and measured regularly. (agree/disagree)
- Principles and key tenets of the education plan, including high performing systems of teaching and learning are defined, trained, and inspected regularly. (agree/disagree)
- Clearly identified and commonly owned education plan for success. (agree/disagree)
  - Identified curriculum (What is taught).
  - Instructional design and methods (How it's taught).
    - Frequent monitoring and accountability for teacher instructional practices.
  - Assessment (How we know students are learning what was taught).
    - Ongoing mastery checks
      - Standards
      - Skills and strategies

Indicator Agree Rating \_\_\_\_\_/3

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### **Indicator 3: Focusing on the Quality of Student Work through a Data Driven Culture (Adopted from Leverage Leadership):**

- Highly active instructional leadership team: (agree/disagree)
  - Facilitate teacher-leader data analysis meetings after each interim assessment and maintain focus on the process throughout the year.
  - Decisions to modify or change key aspects or school programming are based on collected data.
- Introductory and ongoing professional development: (agree/disagree)
  - Teachers and leaders are effectively introduced to data-driven instruction—they understand how interim assessments define rigor and experience the process of analyzing results and adapting instruction.
- Implementation calendar: (agree/disagree)
  - Begin the school year with a detailed calendar that includes time for assessment creation/adaptation, implementation, analysis, planning meetings, and re-teaching (flexible enough to accommodate district changes/mandates).
- Ongoing professional development (PD): (agree/disagree)
  - PD calendar is aligned with data-driven instructional plan: includes modeling assessment analysis/action planning and is flexible to adapt to student learning needs.
- Build by borrowing: (agree/disagree)
  - Identify and implement best practices from high-achieving teachers and schools: visit schools and classrooms ; then share & disseminate resources/strategies.

**Indicator Agree Rating \_\_\_\_\_/5**

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## Indicator 4: Sustained High Quality Administrative, Teaching, and Support Staff

- Employee development (agree/disagree)
  - Clear expectations and key result areas for all positions.
  - Create “airtight” professional development that is aligned with the school’s instructional planning and leadership development. (Click for rubric).
  - Clear and executable supervision and development plan (15:1 ratio).
    - Coaches/supervisors trained on feedback protocols.
  - Continuous and purposeful feedback (Weekly/Monthly Feedback) for all employees.
  - Clear opportunities and processes for organizational advancement.
- Teacher recruitment and hiring process. (agree/disagree)
  - Clear “ideal team player” or “values based employee” tenets and attributes identified by the school.
  - Partnership with teacher certification, development, or placement program.
  - Multiple-step hiring process developed and executed.
  - Orientation process aligned to school’s culture, plans, and values.
    - Ongoing and rotating to catch any mid-year hires.
    - Collaboration, communication and relationships are PD Topics.
- Internal process for expansion of professional opportunities for current employees. (agree/disagree)
  - Internal and external school climate feedback processes. (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/4

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## Indicator 5: Healthy School Culture Conducive for Learning

- Healthy school culture is clearly defined and communicated. (agree/disagree)
  - High standards for the behavior of adults and students are defined and communicated.
- Training Programs (adults and students) to develop leaders of culture. (agree/disagree)
  - Teachers' behavior conveys that ALL students have the ability to achieve mastery.
- Measurements to effective culture identified and assessed. (agree/disagree)
- Character and social development program that includes: (agree/disagree)
  - School wide positive reinforcement strategies and reward programs recognizing student improvement (academics, character, values, or behavior demonstration).
  - Counseling opportunities for students.
  - Parent support and partnerships.
  - Positive messages in transition areas.
  - Visible celebrations of student work.
  - Engaging and relevant student learning programs.

Indicator Agree Rating \_\_\_\_\_/4

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## Indicator 6: Parent and Stakeholder Partnerships

- Parents are well educated on the school's mission, vision, goals, and plans. (agree/disagree)
- The definition of parent engagement is agreed upon and communicated regularly (agree/disagree)
- Ongoing opportunities for parents to learn about the school's mission, vision, and values are annually scheduled. (agree/disagree)
- Parents, as strategic partners, are an integral part of the school's improvement planning. (agree/disagree)
- Student attendance agreements and expectations have been adopted, communicated, and implemented. (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/5

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## Indicator 7: Fiscal Vitality

- Budget processes and oversight to ensure annual reserve goal met (3% to 5%). (agree/disagree)
- Strong internal controls to mitigate risk and ensure no audit findings. (agree/disagree)
- Student annual attrition rate (<5% PMR 1-PMR9). (agree/disagree)
  - Summer loss attrition rate monitored.
- School leaders control the overall budget based on set fiscal policies. (agree/disagree)
  - School leaders can adapt in real time to support student learning through hiring additional staff and providing specific professional development or supplemental programs.
- School budget aligned with school's vision and academic goals. (agree/disagree)
- Process for highly competitive salaries and benefits. (agree/disagree)
- Annual review of all third party agreements. (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/7

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## Indicator 8: Clean, Safe, Secure and Adequate Facilities

- Maintained facility inspection checklist (Annually reviewed and revamped where needed). (agree/disagree)
- Processes and systems for safety and cleanliness. (agree/disagree)
- Emergency plans and risk management protocols exist. (agree/disagree)
  - Practiced and assessed for improvement.
- The facility meets the general needs of the education program and school population.

Indicator Agree Rating \_\_\_\_\_/4

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## Indicator 9: Effective Operations Management (Capacity and Compliance)

- Policies and procedures that meet all legal requirements and result in a desired culture of collaboration, not rigid rules. (agree/disagree)
  - Adherence to Federal, State, and Local laws and policies (including).
    - Human Resources and Employment
    - Office of Civil Rights
    - OSHA & Bloodborne Pathogens
    - FERPA
    - Open Meetings and Public Records
- Standing operating systems and procedures that result in smooth student transitions and healthy effective and healthy work environment. (agree/disagree)
- Training manuals and programs for all standing operating systems. (agree/disagree)
- Marketing plan to clearly communicate and brand the learning organization’s mission and purpose so that all stakeholders are aware of the expectations. (agree/disagree)
- School calendar and master schedules that align to the school’s mission, purpose, and values. (agree/disagree)
- Internal and external auditing calendars for all key compliance areas. (agree/disagree)
- Annual review of internal controls and procedures. (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/7

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## Indicator 10: Effective Governance

- Clearly defined roles, responsibilities, and expectations for board members. (agree/disagree)
- Systems and procedures are evident for developing the board meeting agenda and packet. (agree/disagree)
- Set organizational goals with agreed upon metrics and reporting schedules. (agree/disagree)
- Systems to capture the organization's history and key decision strategies. (agree/disagree)
- Structure to recruit and develop board members with diverse skill sets. (agree/disagree)
- Clarity in expectations (communication and reporting guidelines). (agree/disagree)
- Creator of the school's long term vision. (agree/disagree)
- Timely and accurate monthly reporting provided to inform the board on the school's progress towards the goals. (agree/disagree)
- Focus on building a strong and healthy relationship with the head of school. (agree/disagree)

Indicator Agree Rating \_\_\_\_\_/9

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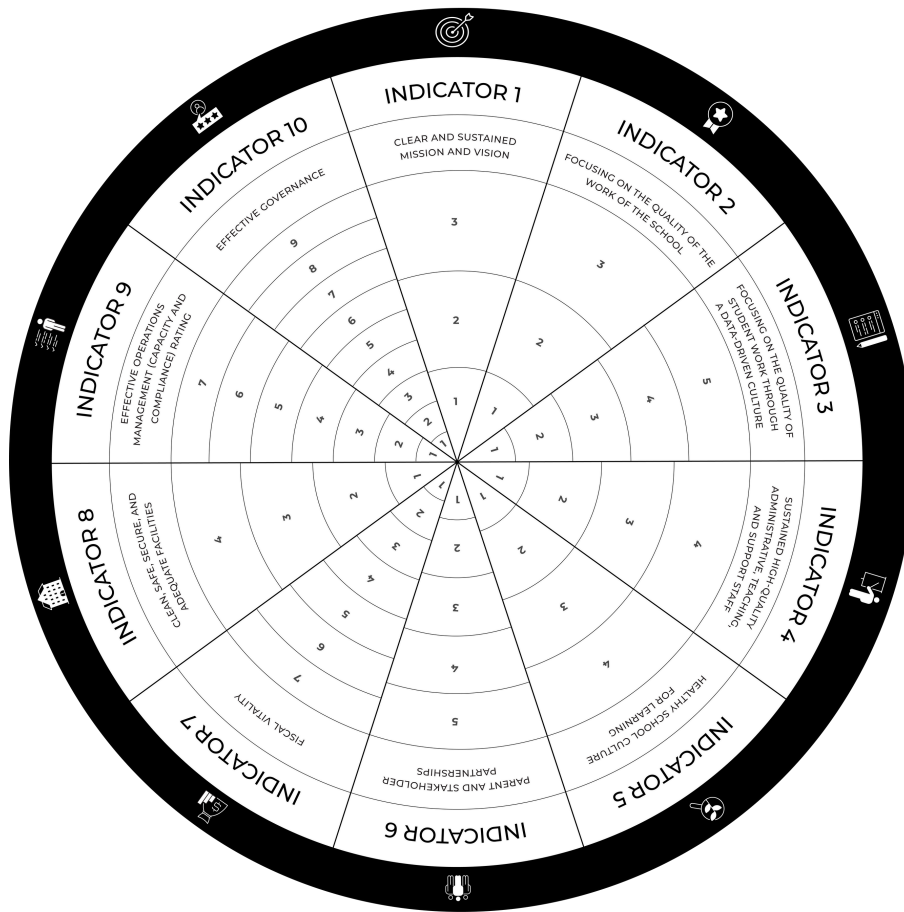
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# The 10 Indicators of High Performing Charter Schools Wheel of Success Exercise



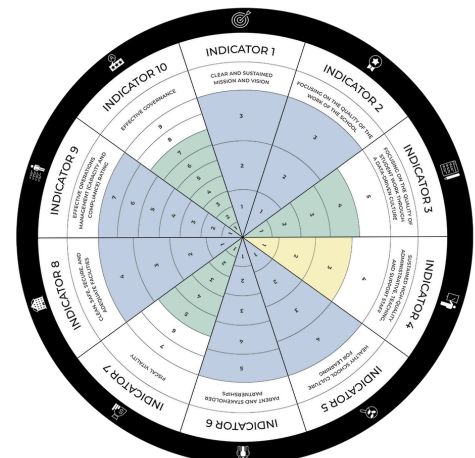
These 10 Indicators are based upon over a decade of better practice research of high performing charter schools in the areas of operations, finance, governance and academics.

## WHEEL OF SUCCESS INSTRUCTIONS

The 10 sections in the Wheel of Success represent balance.

Based on how you ranked your organization in each 10 indicators within this workbook, add your organizations ratings by shading up to the appropriate number on the wheel (see example). The new perimeter of the circle represents your organizations "Wheel of Success." Is it a bumpy ride?

## EXAMPLE



## Notes:

- This exercise will help clarify priorities for strategic goal-setting, allowing you to set goals and prioritize so that your charter school continues to move closer to the leader's vision and definition of being successful.
- Balance must be re-assessed over time. A regular check on how balanced the school operations can highlight useful patterns and help your team learn even more about best practices and the key indicators of success.
- Another option with this exercise is that you ask someone who knows the school well, a founder or consultant, to complete the scores for you. It can be helpful sometimes to see an outside perception of your school's performance. \*This must be someone with expertise AND whose opinion you value.

## Detailed Instructions:

1. Take the time to score your current level of assessment based on the current reality of your charter school when compared to what VICTORY looks like (your vision statements). Then mark your score on the corresponding spoke of the Wheel. The new perimeter of the circle represents your school's 'Wheel of Success'. How well rounded is your Wheel? Would it be a bumpy ride or a smooth ride?
2. Take time to think and write out what VICTORY would look and feel like for each of the Ten High Performance Indicators. By doing this, you are casting vision for the successful future.
  1. Clear and Sustained Mission and Vision
  2. Quality Work of the School
  3. Quality Work of the Student (Data Driven Culture)
  4. High Quality Administrative, Teaching and Support Staff
  5. School Culture Conducive for Learning
  6. Parent and Stakeholder Partnerships
  7. Fiscal Vitality
  8. Clean, Safe, Secure and Adequate Facilities
  9. Effective Operations Management
  10. Effective Governance
3. Now, looking at the Wheel here are some questions for you and your team to reflect on and take the exercise deeper:
  1. Are there any surprises to you?
  2. How do you feel about your charter school's current reality as you look at your Wheel?
  3. How are you and your team currently spending time in these 'low score' areas?
  4. How would you like to spend time in these areas?
  5. Which of these Indicators would you most like to start improving first?
  6. How will you make space in your current schedule for these changes?
  7. Can you affect the necessary changes on your own? Who else can lead the process?
  8. What help from others, training, or resources might you need?
  9. What needs to be true tomorrow, that is not true today, to create a balanced Wheel?
4. With your team, write out at least one goal per Indicator, but no more than three per Indicator to get started. Nothing should take precedence over the completion of physically writing out the goals. Once your goals are set, communicate them to the rest of your community and write out the first 90 days plan of action. We have a simple but effective process to assist you with your planning.

Take The Next Step Here!



