

# WELCOME



Leaders Building Leaders

## **Charter School Blindspots: The Risks of Not Evaluating Your School!**

**Dr. Tom Miller**



# Give Yourself a Standing Ovation



You are the **SMARTEST** People in Florida!

# What you will take away today

Key Awareness (**Blindspots**) of the Risks

Systems and an easy to use tool to measure school performance

Common language around school improvement.

A guide towards higher performance and productivity.





# How do you know Tom?



**400,000  
miles these  
two  
automobiles  
2010 - 2023**

NC Office of Charter Schools (2012 – 2014) Developed the RTO Process and oversaw every charter opening (over 70 during that time)

Independent Consultant: Interim Executive Director (9 charter schools from 2020 – 2023)

- Coached over 100 leaders
- Trained 50 Boards
- Hired over 12 Executive Directors
- Written over 12 successful charter applications



# How do you measure success?

As a charter school leader, board members,  
support organization, authorizer...

**How do you define  
success for your school?**

# How do you measure success?

As a charter school leader, board members,  
support organization, authorizer...

**How are you currently  
measuring success at your  
school?**

# How do you measure success?

As a charter school leader, board members,  
support organization, authorizer...

**What are the consequences if  
you do NOT have the  
measurements in place?**

# Consequences of Not Evaluating

Financial  
Reputation  
Lost Time  
Sustainability  
Viability  
Existence



# Consequences of Not Evaluating

## Existence

Over 7,800 charter school nationally

Close in first three years ??

Year 10 ??

# Consequences of Not Evaluating

## Existence

Over 7,800 charter school nationally

Close in first three years = 18%

Year 10 = ??

# Consequences of Not Evaluating

## Existence

Over 7,800 charter school nationally

Close in first three years = 18%

Year 10 = 40%

# Consequences of Not Evaluating

How could this happen?



# Three types of Problems

Common > Crucial > Critical

# Your Job as a Leader...

Identify the Common problems, root out the cause, and STOP them from becoming Crucial problems or Critical problems

# Consequences for Not Evaluating

Critical problems can end a charter schools existence.

# Common Problem Example

Example: Student Attrition



# Common

## Example: Student Attrition

Common: Students leave during and in between years (replaced)

# Crucial Problem Example

**Crucial: Costs of attrition,  
resources, time, money, energy,  
& reputation**

# Critical Problem Example

**Critical: Lack of students to replace them...causes less staff, fiscal unbalance of now 25% of revenue goes to facility.**

# Critical Problem Example



bostonglobe.com

**As enrollment and state aid plummeted at a Boston charter school, operating losses mounted - The B...**

Over 20 years of operation...



# Your State...

**What is the closure rate in NC?**

# Your State...

What is the closure rate in NC?

Three year charters = ??

Ten year charters = ??

# Your State...

What is the closure rate in NC?

Three year charters = ??

Ten year charters = ??

# Main Reasons...

Financial Reasons  
Mismanagement  
Academics

# Real Reason

The leader(s) did not strategically solve the problem.



These were not the headlines the leaders dreamed about...

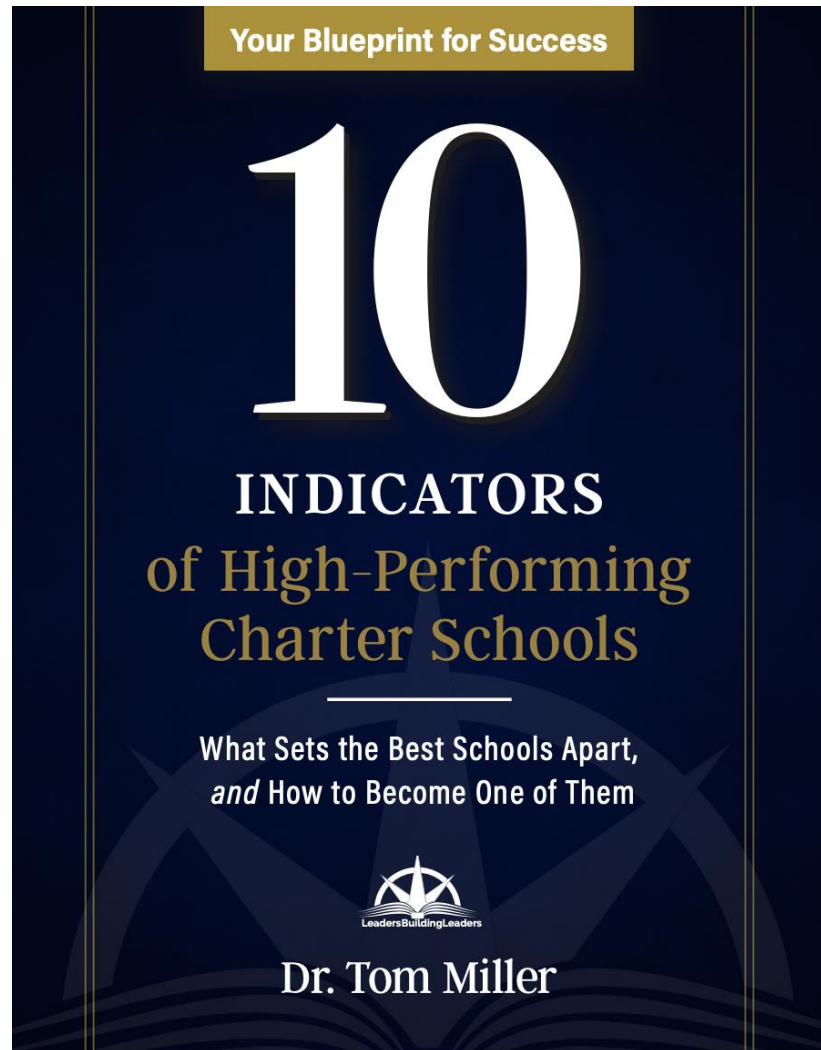
Audit: NC charter school falsified enrollment for more money

**Charter school closing after review finds 'irregularities'**

Indigenous charter school in Alberta permanently closing due to low enrolment

**Clayton County charter school closing after 5 years, district says**

# Your High Performing School Solution



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Scan to pay



# School Evaluation Blindspots

## 7 RISKS OF NOT EVALUATING YOUR SCHOOL

1. **Strategic Discrepancies – (Gap Analysis)**
2. **Resource Allocation – (Inefficient Management)**
3. **Strategic Oversight – (Strategic Plans)**
4. **Skill Deficiencies – (Training & Development)**
5. **Performance Metrics – (Key Indicators)**
6. **Customer Satisfaction – (Client Contentment)**
7. **Benchmarking Oversight – (Competitive Advantages)**

# School Evaluation Blindspots

## **7 RISKS OF NOT EVALUATING YOUR Charter School**

- 1. Strategic Discrepancies – (Gap Analysis)**

# School Evaluation Blindspots

## 7 RISKS OF NOT EVALUATING YOUR School

### 1. **Strategic Discrepancies – (Gap Analysis)**

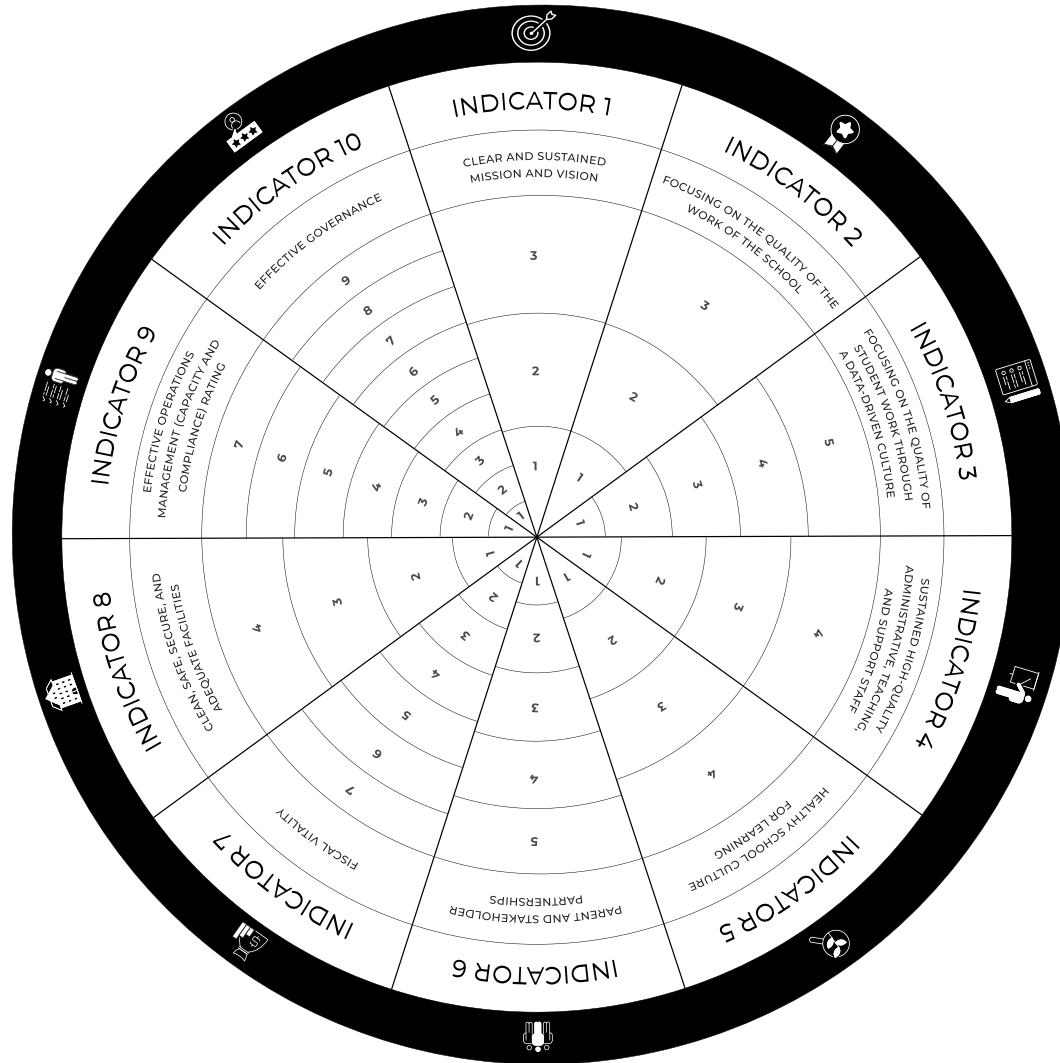
Strategic gap analysis measures the difference between an ideal outcome and the real outcome.

The analysis identifies the steps that must be taken to close that gap.

For a school, business or other organization, the analysis can lead to an action plan for greater success.

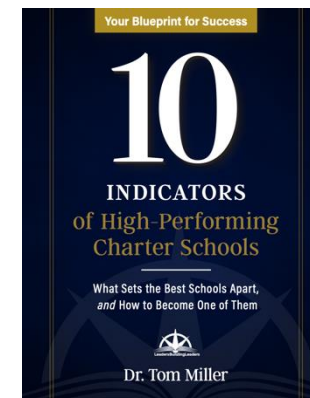
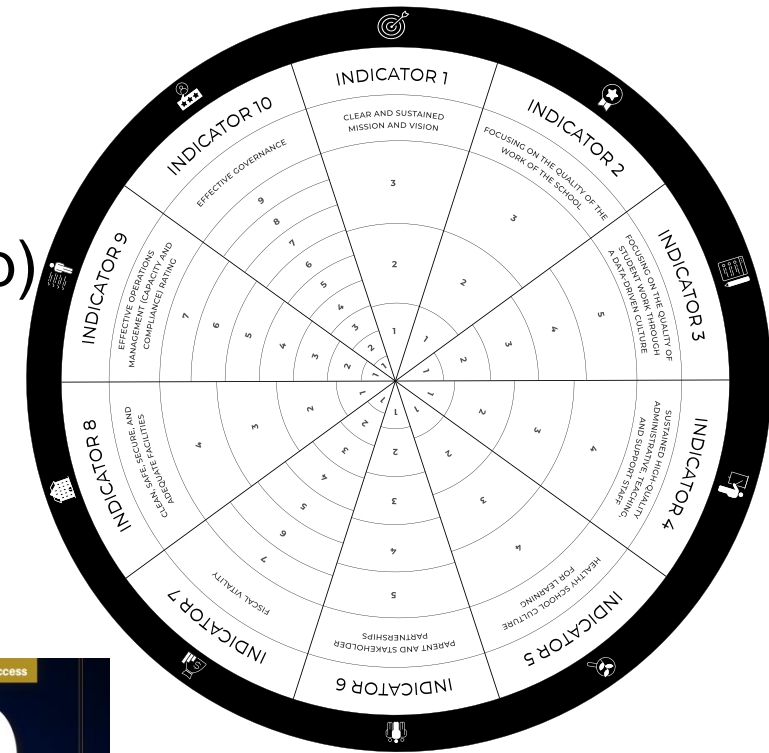


# Let Me Introduce Our Wheel of Success



# Based on the 10 Indicators of High Performance

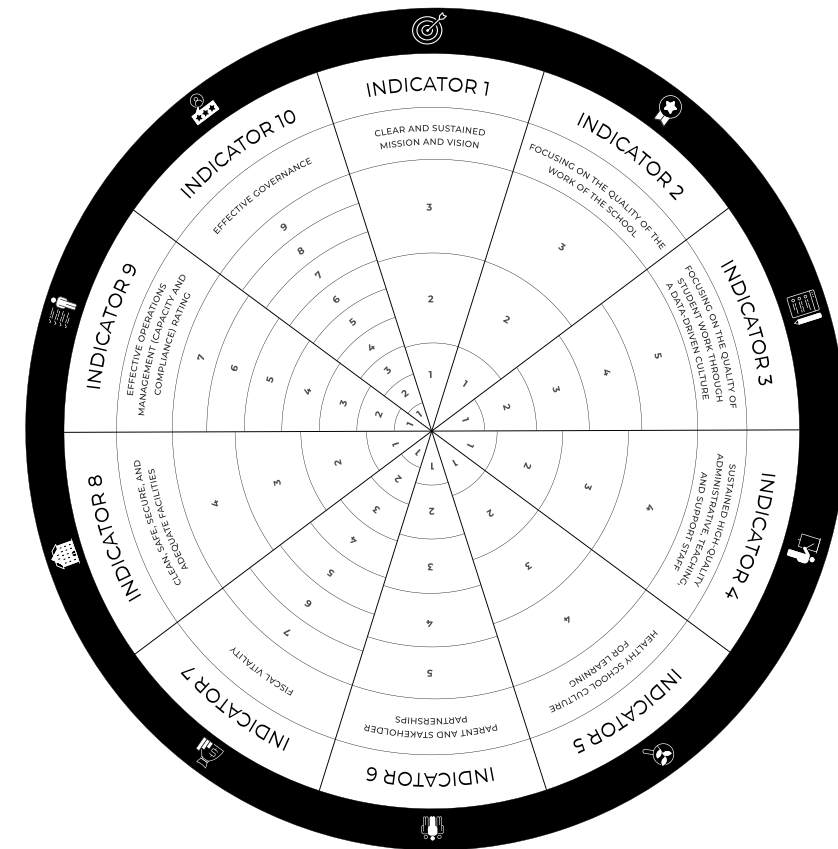
- 1: Clear and Sustained Mission and Vision
- 2: Focusing on the Quality of the Work of the School
- 3: Focusing on the Quality of Student Work through a Data Driven Culture (Lessons Learned from Leverage Leadership)
- 4: Sustained High-Quality Administrative, Teaching, and Support Staff
- 5: Healthy School Culture Conducive for Learning
- 6: Parent and Stakeholder Partnerships
- 7: Fiscal Vitality
- 8: Clean, Safe, Secure and Adequate Facilities
- 9: Effective Operations Management (Capacity and Compliance)
- 10: Effective Governance



# Based on the 10 Indicators of High Performance

The Outer Edge of the Wheel is what your school would look like, feel like, operate and perform if everyone were operating at its optimum level!

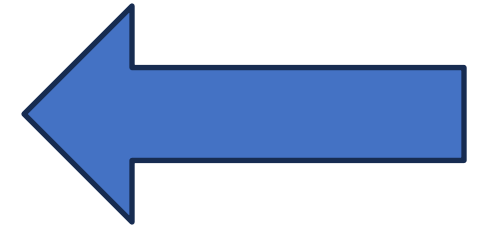
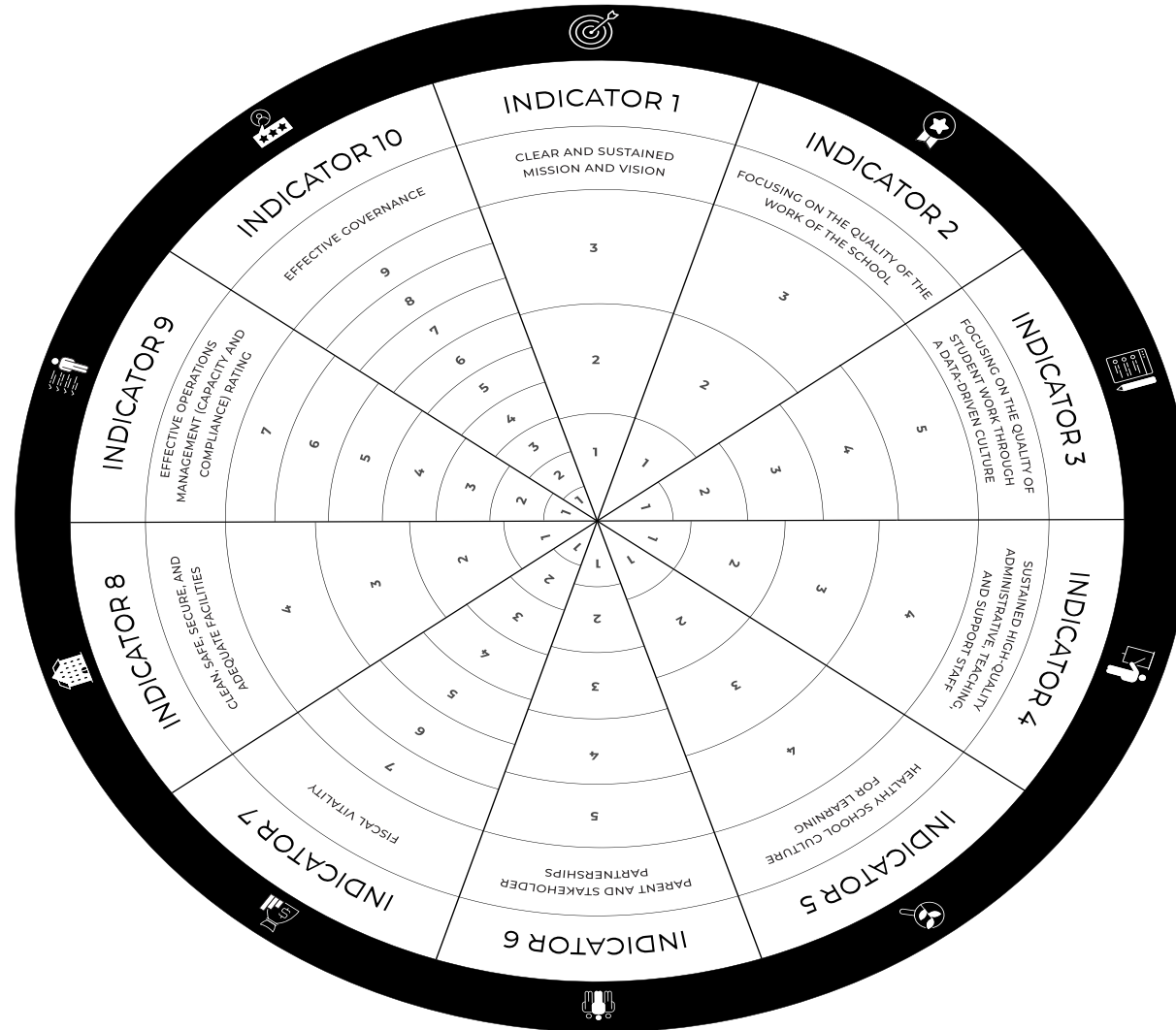
Your “Mental Model of Perfection”  
Your strategic vision of the future.



# Wheel of Success

Perfect Score

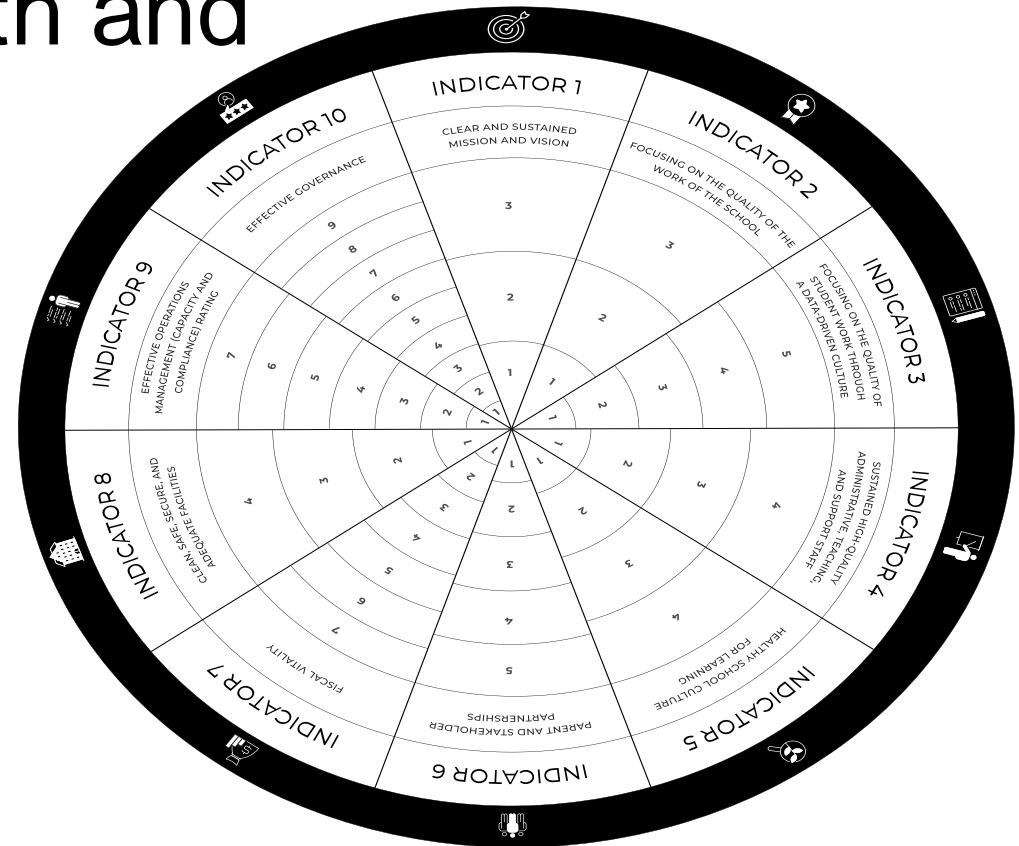
Our BEST Vision of Success





# Based on the 10 Indicators of High Performance

With everything and everyone at their best, the Wheel will roll smooth and balanced.



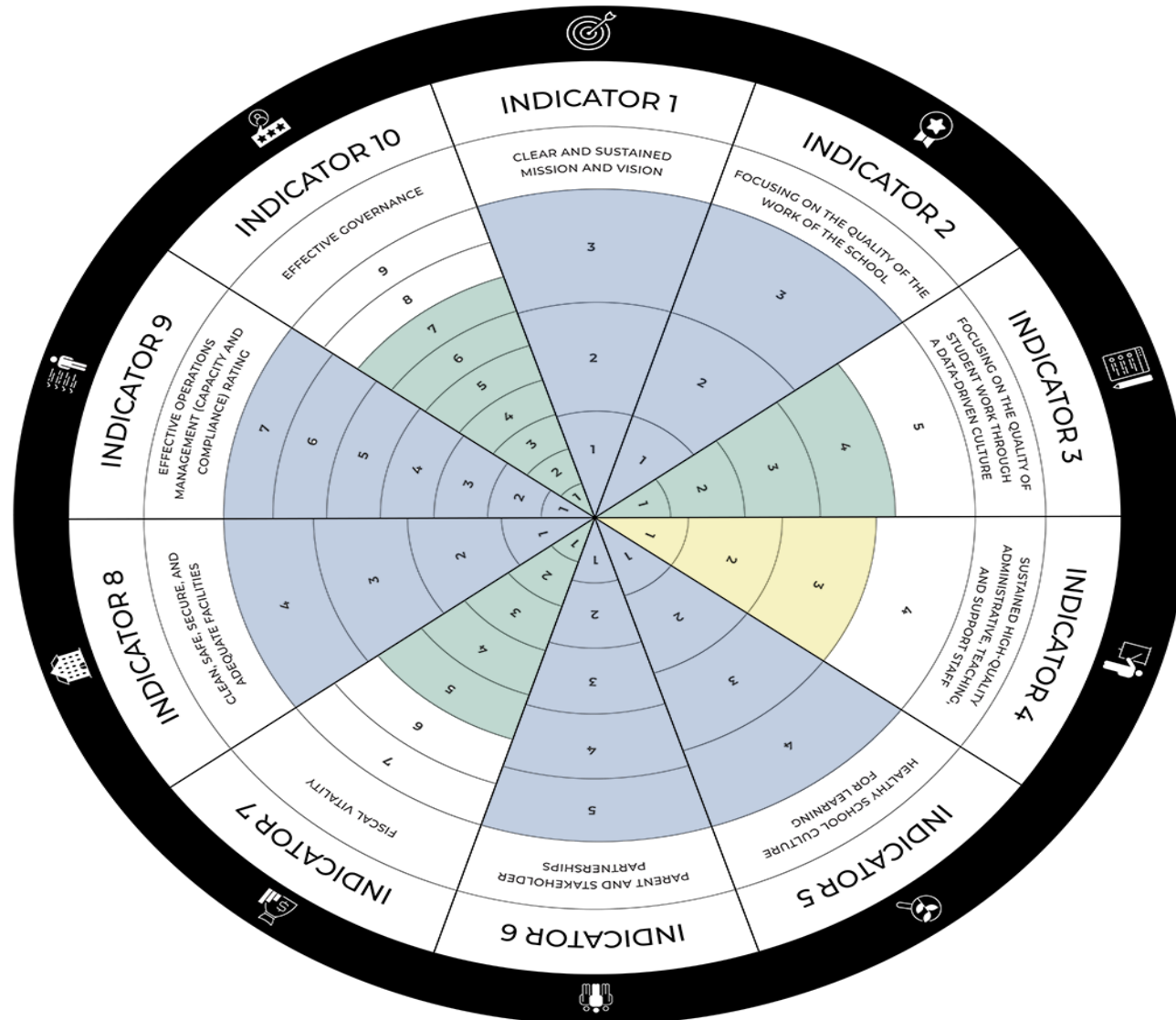




# Team Completes the Assessment



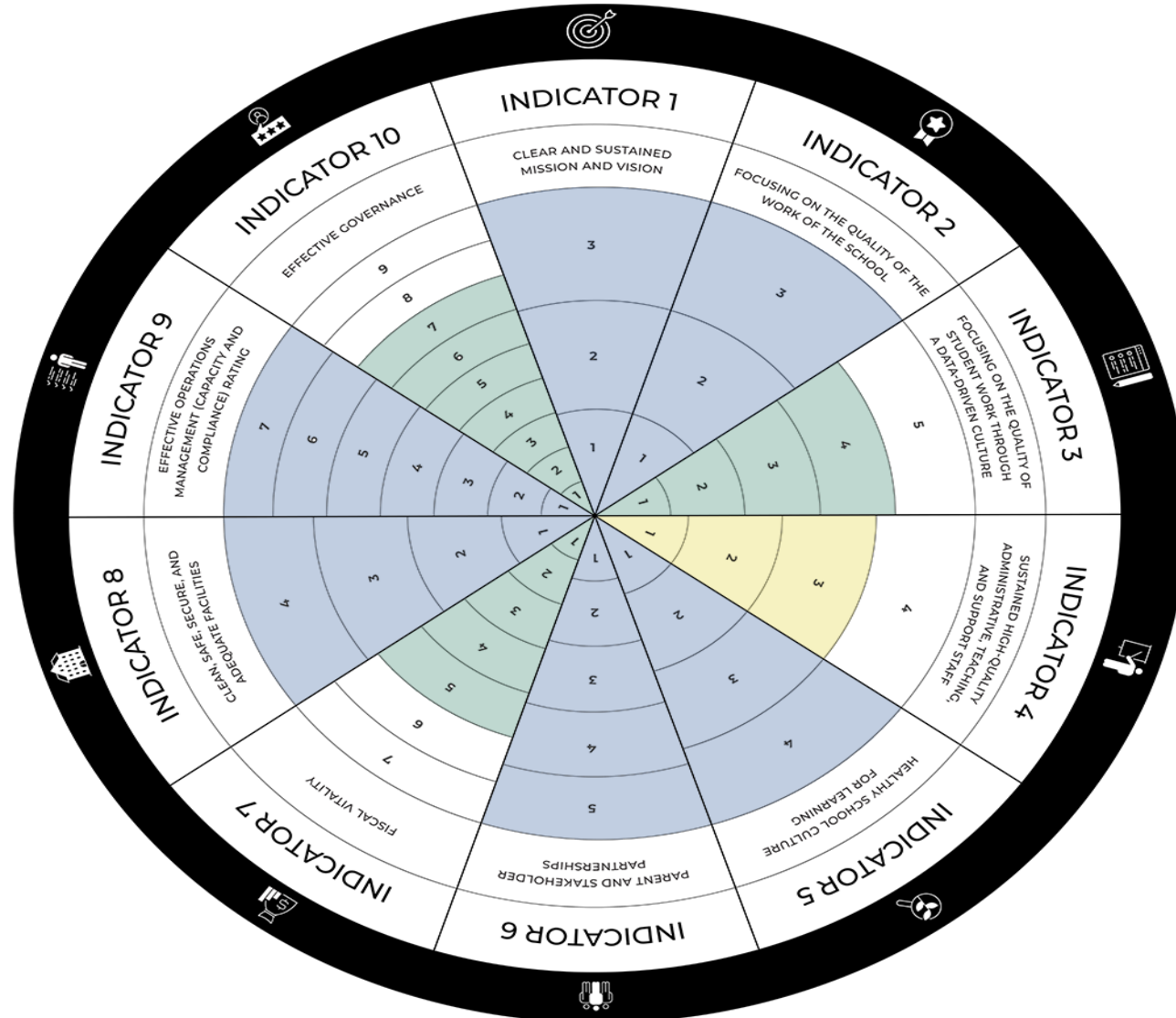
# School's Current Reality



All aspects of your school's performance on one visual

# School's Current Reality

**Different Perspectives of Performance From Your Team**

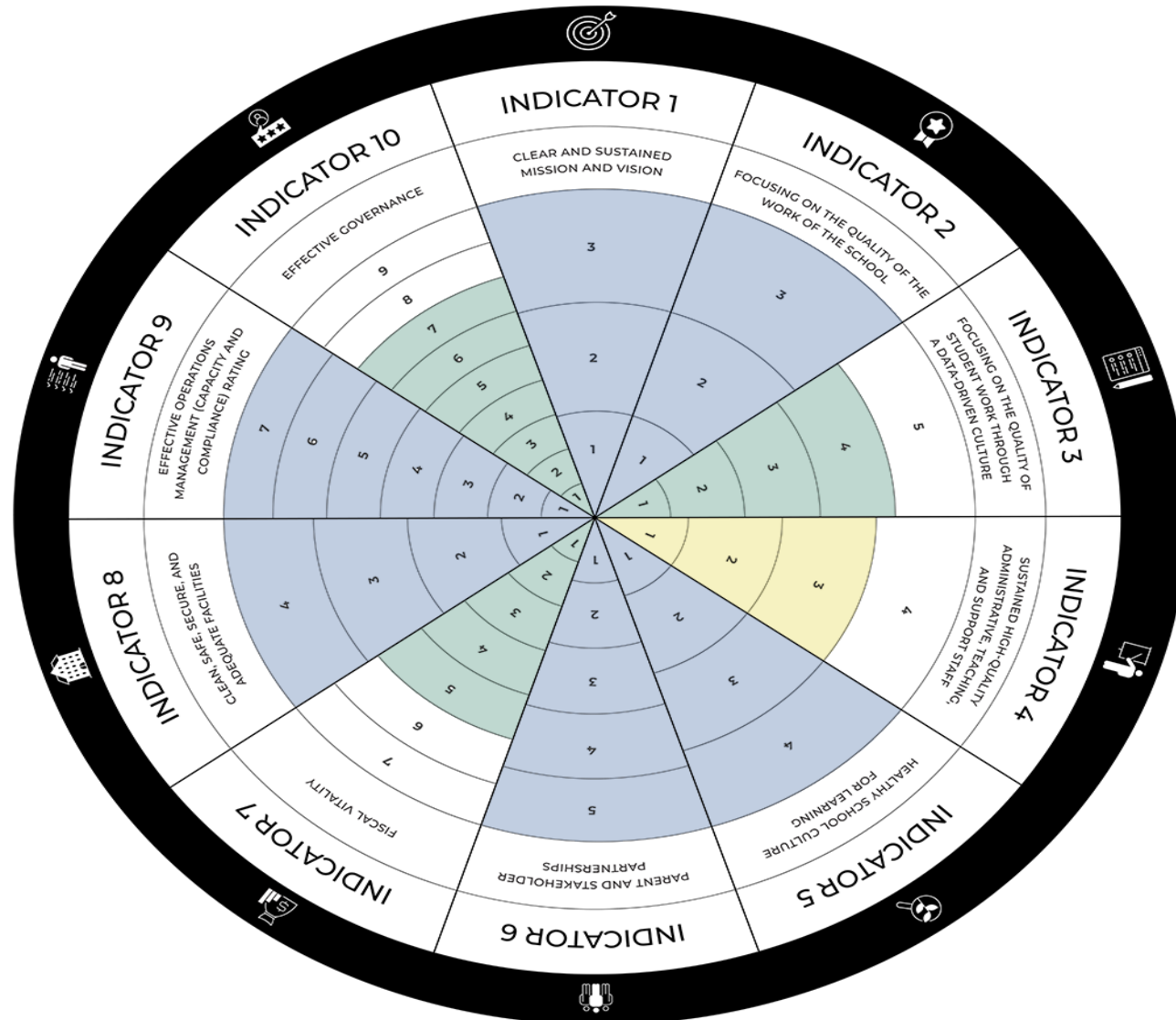


**All aspects of your school's performance on one visual**



# What are WE Missing Here (Blindspots)

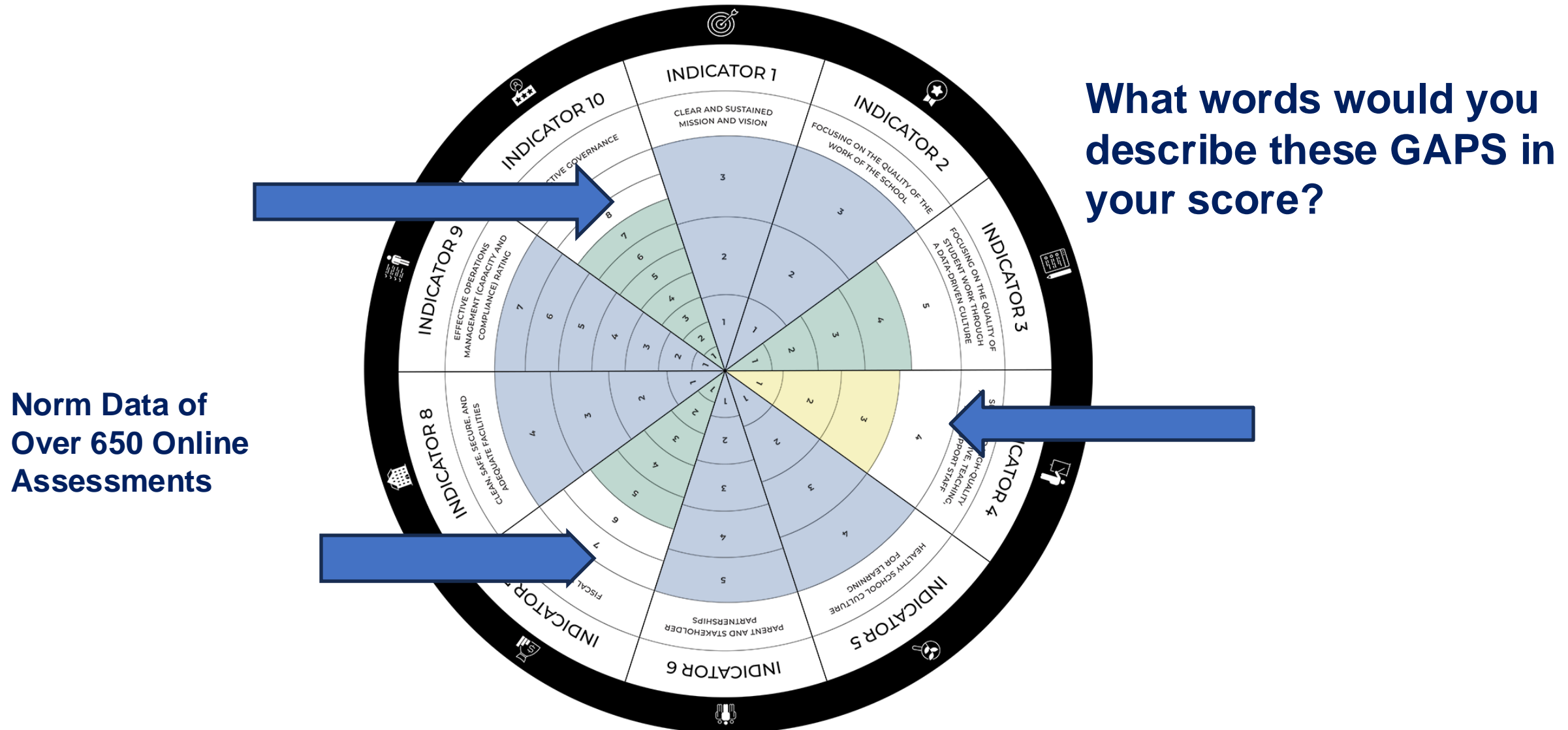
Different Perspectives of Performance From Your Team



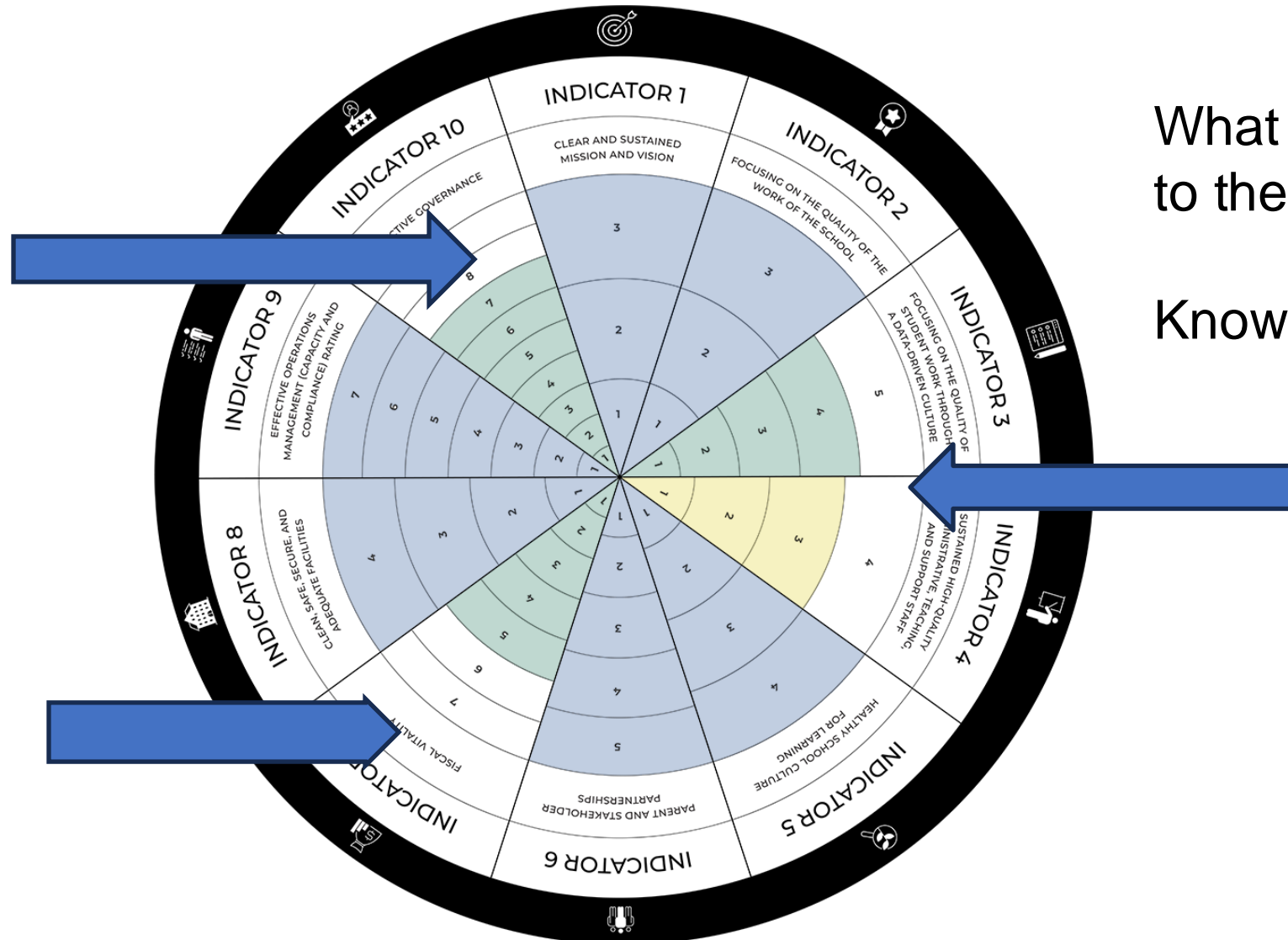
All aspects of your school's performance on one visual



# The Wheel of Success Has Gaps



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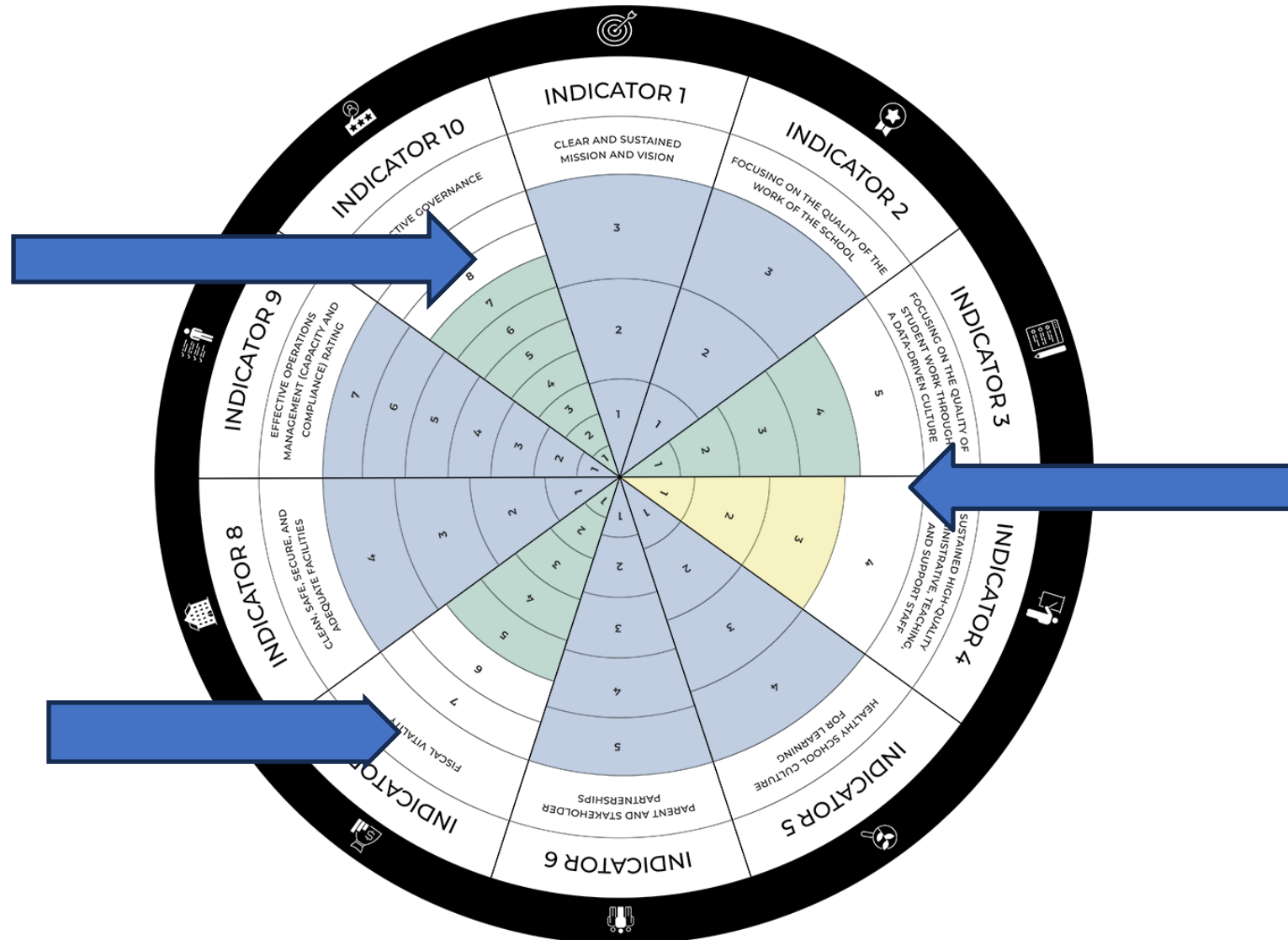


What are the causes to these gaps?

Known or unknown?

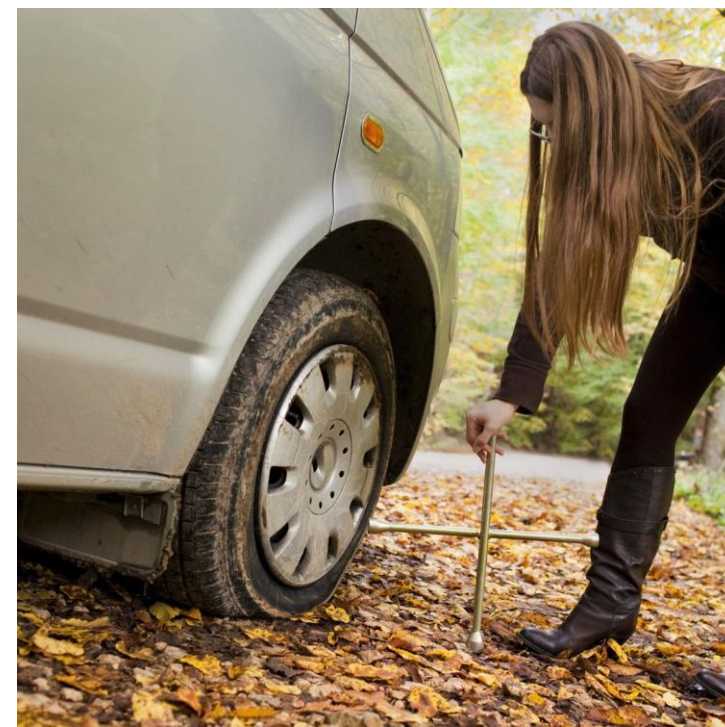
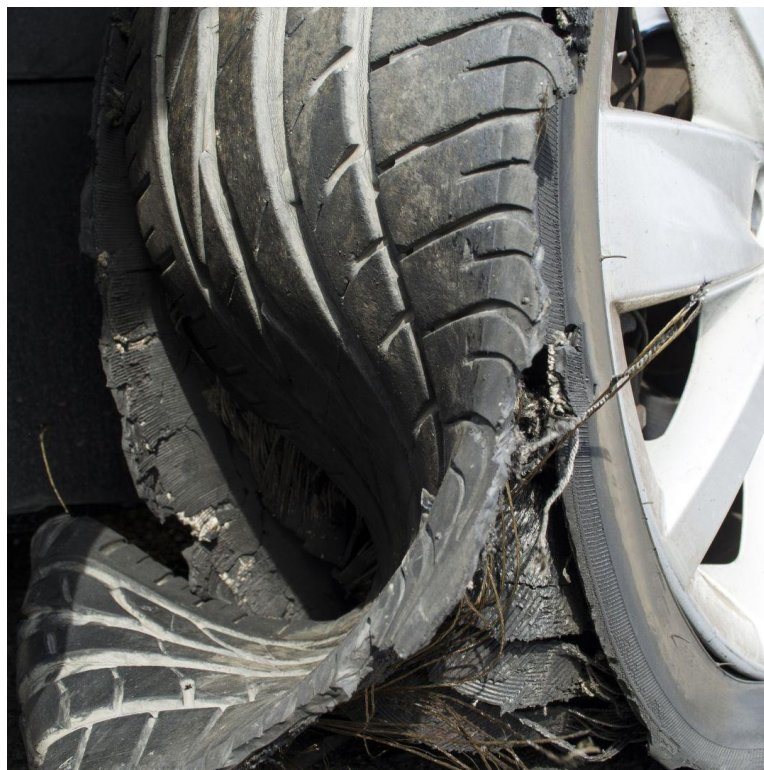
# The Wheel of Success Has Gaps

How WELL  
Would this  
Wheel Roll?





# What does it feel like to be unbalanced







# MIND THE STRATEGIC GAPS:

- Employee Turnover 33%
- Employee Disengagement 33%
- Student Attrition (>9%)
- Under Enrolled Schools (24% year 1)
- Academic Achievement (% from LEA)





# Missed Opportunities

- Clearer Vision
- New Market Trends
- Innovative Strategies
- ***People Talent!***
- Emerging Technologies
- Potential Partnerships/Relations
- Make complex simple

MAXWELL  
LEADERSHIP





# Missed Opportunities

- Clearer Vision
- New Market Trends
- Innovative Strategies
- ***People Talent!***
- Emerging Technologies
- Potential Partnerships/Relations
- Make complex simple
- **Power of “No”**





What is one missed opportunity or area of success you may have realized based off this first blind spot noted?

# School Evaluation Blindspots

## 7 RISKS OF NOT EVALUATING YOUR SCHOOL

1. Strategic Discrepancies – (Gap Analysis)
2. Resource Allocation – (Inefficient Management)





# RESOURCE ALLOCATION

## SCOPE CREEP

Gradual, often unplanned expansion of a project's goals, tasks, or deliverables beyond its original scope.

Leads to increased costs, delays, and difficulties





# RESOURCE ALLOCATION

## SCOPE CREEP

- 65% of schools are affected
- 40% of leaders note it is the main reason for going over budget





# SCOPE CREEP EXAMPLES

1. Expansion of facilities





# SCOPE CREEP EXAMPLES

1. Expansion of facilities
2. Annual Change on Curriculum Programs





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1. Expansion of facilities
2. Annual Change on Curriculum Programs
3. New mid-year hires (front office typically)





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# SCOPE CREEP EXAMPLES

1. Expansion of facilities
2. Annual Change on Curriculum Programs
3. New mid-year hires (front office typically)
4. Under utilized programs/third party contracts
5. Duplicated programs, contracts, positions
6. What else??????

# School Evaluation Blindspots

## 7 RISKS OF NOT EVALUATING YOUR SCHOOL

1. Strategic Discrepancies – (Gap Analysis)
2. Resource Allocation – (Inefficient Management)
3. Strategic Oversight – (Strategic Goals/Planning)



# Strategic Plans



- 87% are frustrated with their plans
- 59% say they are difficult to implement
- 67% say the design is the problem



# Strategic Plan Pain Points



Lack of Clarity  
Poor Communication  
Ineffective Design  
Limited Employee Involvement  
Inadequate Training and Support  
Unclear Metrics for Success  
Resistance to Change/Buy In  
Mismatch with Organizational Culture  
Poor Integration with Operations  
Lack of Feedback Mechanisms



# Strategic Plan Pain Points



Lack of Clarity

Poor Communication

Ineffective Design

Limited Employee

Involvement

Inadequate Training and Support

Unclear Metrics for Success

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# Strategic Plan Pain Points



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Change/Buy In**  
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Culture  
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# Strategic Plan Solution



## Skinny Strategic Plans

1. Strategic Plans Made Simple
2. 30-60-90 Day Plans
3. Solution Focused
4. Actionable
5. Flexible Design
6. Results Oriented
7. Mission and Goal Driven
8. Teamwork...



# Strategic Plan Solution



## Skinny Strategic Plans

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Want to know more? Email  
[Lauren@LBLeaders.com](mailto:Lauren@LBLeaders.com)  
“Strategic Plan”

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4. Skill Deficiencies – (Training & Development)



# TRAINING AND DEVELOPMENT

- Improves skills and knowledge
- Prepares employees for higher responsibility
- Demonstrates value
- Only way to improve results



# TRAINING AND DEVELOPMENT PAINPOINTS

- Employee Turnover
- Productivity
- Workplace Culture
- Employee Preparation



# Right Now: What is your first opportunity for greatest improvement?

- Strategic Discrepancy
- Resource Allocation
- Strategic Oversight
- Skill Deficiency





# Building a High Performing Charter School



**FREE High Performing Charter School 30 Day Challenge & Mastermind Starts July 30<sup>th</sup>**



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5. Performance Metrics – (Key Indicators)



# PERFORMANCE METRICS

- Increased Employee Engagement
- Increased Retention
- Measurable Output





# PERFORMANCE METRICS

- Academics
- Operations
- Compliance
- Parent Engagement
- Human Resources
- Finances
- Recruitment and Retention
- People Development



# PERFORMANCE METRICS QUOTE

*“If you cannot measure it, it cannot be improved.”* – Peter Drucker



# PERFORMANCE METRICS QUOTE

*“If you don’t know  
where you are going,  
you’ll end up  
someplace else” -  
Yogi Berra*





# PERFORMANCE METRICS QUOTE

*“The man who starts out going nowhere, generally gets there.”* - Dale Carnegie



# PERFORMANCE METRICS QUOTE

*"The goal is to turn data into information, and information into insight"* -Carly Fiorini



# PERFORMANCE METRICS QUOTE

*“Most people use statistics the way a drunkard uses a lamp post, more for support than illumination” - Mark Twain*





# PERFORMANCE METRICS QUOTE

“KNOW YOUR  
NUMBERS!!!”



# School Evaluation Blindspots

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6. Customer Satisfaction – (Client Contentment)





# Student/Parent Satisfaction

- 60% say good customer service is reason for loyalty – Zendesk
- \$75 Billion in losses due to poor customer service.





# Student/Parent Satisfaction

- How many of you buy based on.....
  - Past experience?
  - Ratings and Reviews?
  - Word of Mouth?



# Student/Parent Satisfaction Pain points

- Loss of credibility
- Loss of consistent school-based practices
- Inconsistent attention to students who need you
- Lost funding





# Student/Family Satisfaction

How are you  
currently  
measuring it?





# Student/Family Satisfaction Solution

1. Annual student/staff and family climate surveys
2. Roundtable Scripts
3. Be a guest in your school!

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5. Performance Metrics – (Key Indicators)
6. Customer Satisfaction – (Client Contentment)
7. Benchmarking Oversight – (Competitive Advantages)



# Benchmarking

Monitoring and managing the critical data and activities within the school...

Needs properly chosen, appropriate, accurate and timely data.





# Benchmarking

- Productivity losses
- Training costs
- Turnover = 40% of salary



# Benchmarking Solutions

Behavior Based Hiring  
Process & Interview  
Questions

Fully Enrolled  
Workbook/Marketing  
Program

SWOT/SOAR and VRIN  
Analysis

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# MY PERFORMANCE IMPROVEMENT

*Where are your biggest risks today?*

1

Strategic  
Discrepancies  
(Gap  
Analysis)

2

Resource  
Allocation  
(Inefficient  
Management)

3

Strategic  
Oversight  
(Strategic  
Plans)

4

Skill  
Deficiencies  
(Training &  
Development)

5

Performance  
Metrics  
(Key  
Indicators)

6

Customer  
Satisfaction  
(Client  
Contentment)

7

Benchmarking  
Oversight  
(Competitive  
Advantages)

My Highest Priority Today is: \_\_\_\_\_

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1

Gap Analysis

6

Better Reviews

2

Productive Priorities

7

Better Hiring

3

C.L.E.A.R. Objectives

4

Improve Workplace Culture

5

Performance Management

**BENEFITS**



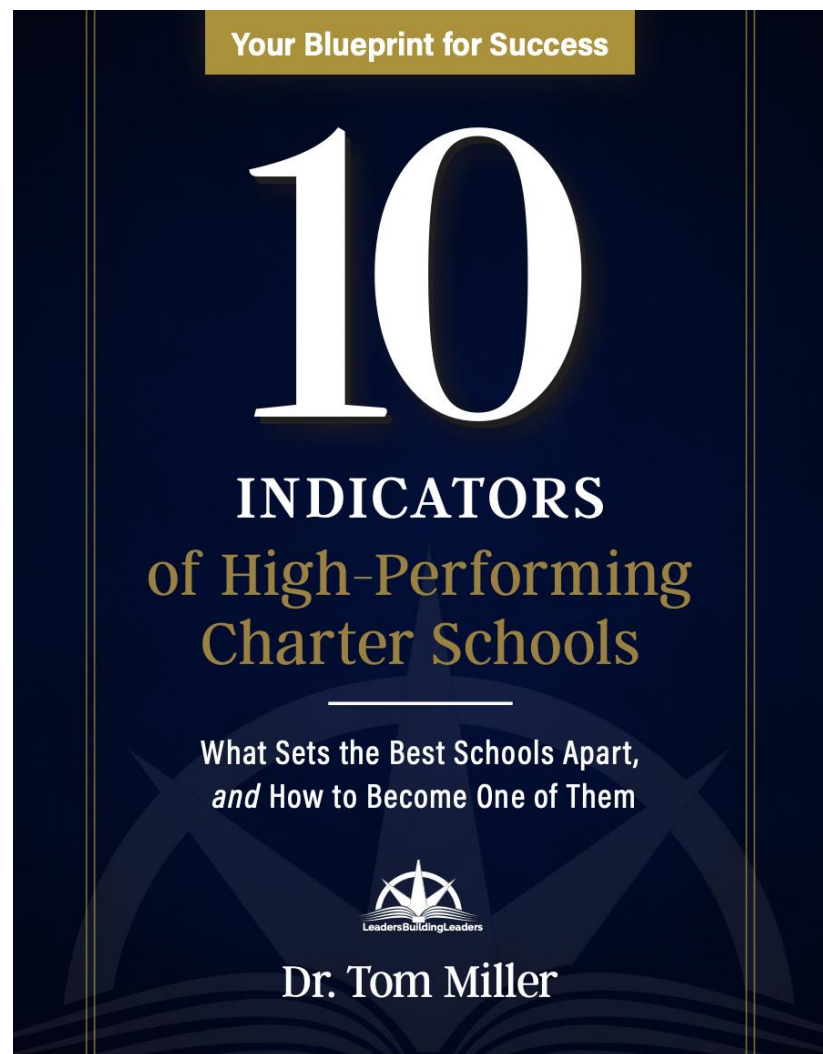


10 Indicators of High Performance:

# Blue Print for Success

ONLINE COURSE

# Your High Performing School Solution



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