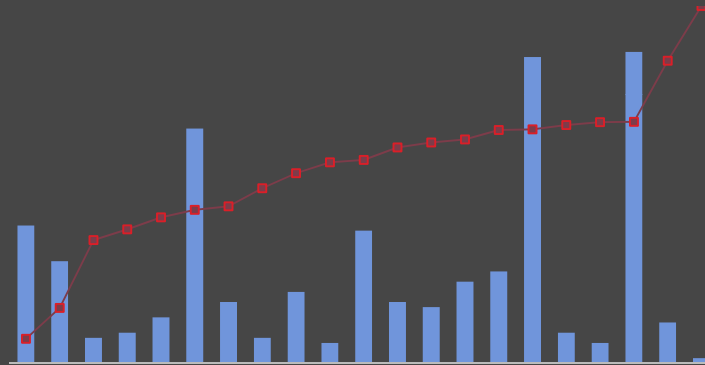


THE GOVERNANCE DASHBOARD



A Powerful Tool To Measure Educational Outcomes



Presented by Montclair Kimberley Academy
& Wickenden Associates



Presenters



- Alice Hirsh, MKA Board President
- Thomas Nammack, MKA Headmaster
- Eric Pai, MKA Trustee and Chair of the Educational Programs & Policies Committee
- Karen Newman, MKA Director of Curriculum & Professional Development
- James Wickenden, President, Wickenden Associates

I

Genesis of Our Dashboards

Alice Hirsh



About Montclair Kimberley Academy

A PreK-12 coeducational college preparatory day school of 1,000 students on 3 campuses – located in an urban setting in Montclair, NJ.

An Outgrowth of Our Strategic Plan



Goal V:

We will plan and manage at an enhanced level through the generation and use of more sophisticated, contextual, and long-term projections in terms of program offerings, staffing, finance, technology, and development.

The Eternal Board Conundrum

Trustees are swimming in **data**. . .

- Head's reports
- Administrative reports: financial, enrollment, athletic, college admissions, student performance
- Committee reports: Finance, Student Life, Educational Programs & Policies, Development, Facilities, Strategic Planning
- Monthly updates
- Etc., etc., etc.

. . . but don't believe they have the
analysis and perspective they need
to govern effectively

||

The Head's Perspective

Tom Nammack

Information Challenges

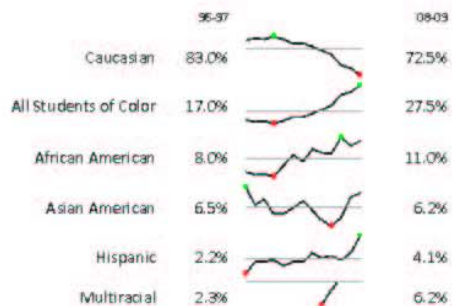


Question 1: How can we bring more clarity & context to the information we *already* provide to the Board?

Question 2: What *additional* information & analysis would reveal meaningful conclusions about program quality & performance?

Montclair Kimberley Academy Enrollment Snapshot: Trends and Benchmarks

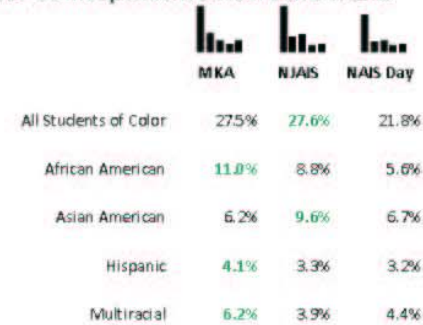
Students of Color as % of Total Enrollment, 12-Year Trend



Students of Color by Campus, 12-Year Trend



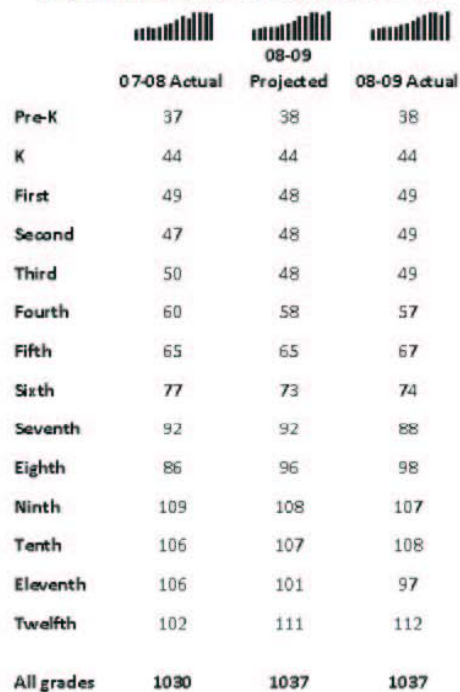
2007-08 Independent School Benchmarks



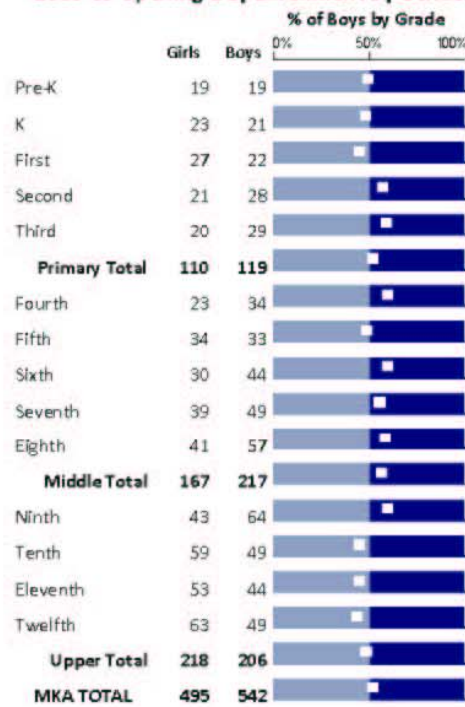
Geographic Distribution, 2005-06 to 2008-09



Projected vs. Actual Enrollment, 2007-09



2008-09 Opening-Day Enrollment by Gender



Measuring What Matters

Easier: Performance

- Grades
- Test scores
- Placement outcomes
- Team records
- Honors & awards

Quantitative outcomes

Harder: Engagement

- Participation in aspects of school life
- Student growth over time
- Satisfaction with the school experience

The value we add

Our First Four Dashboards



- **Academics**
- **Admissions/Enrollment**
- **Athletics**
- **College Admissions**

Key Points To Remember

1

Guiding focus: What do trustees need to know in order to govern?

2

The dashboards will evolve – don't strive for perfection on your first attempt!

3

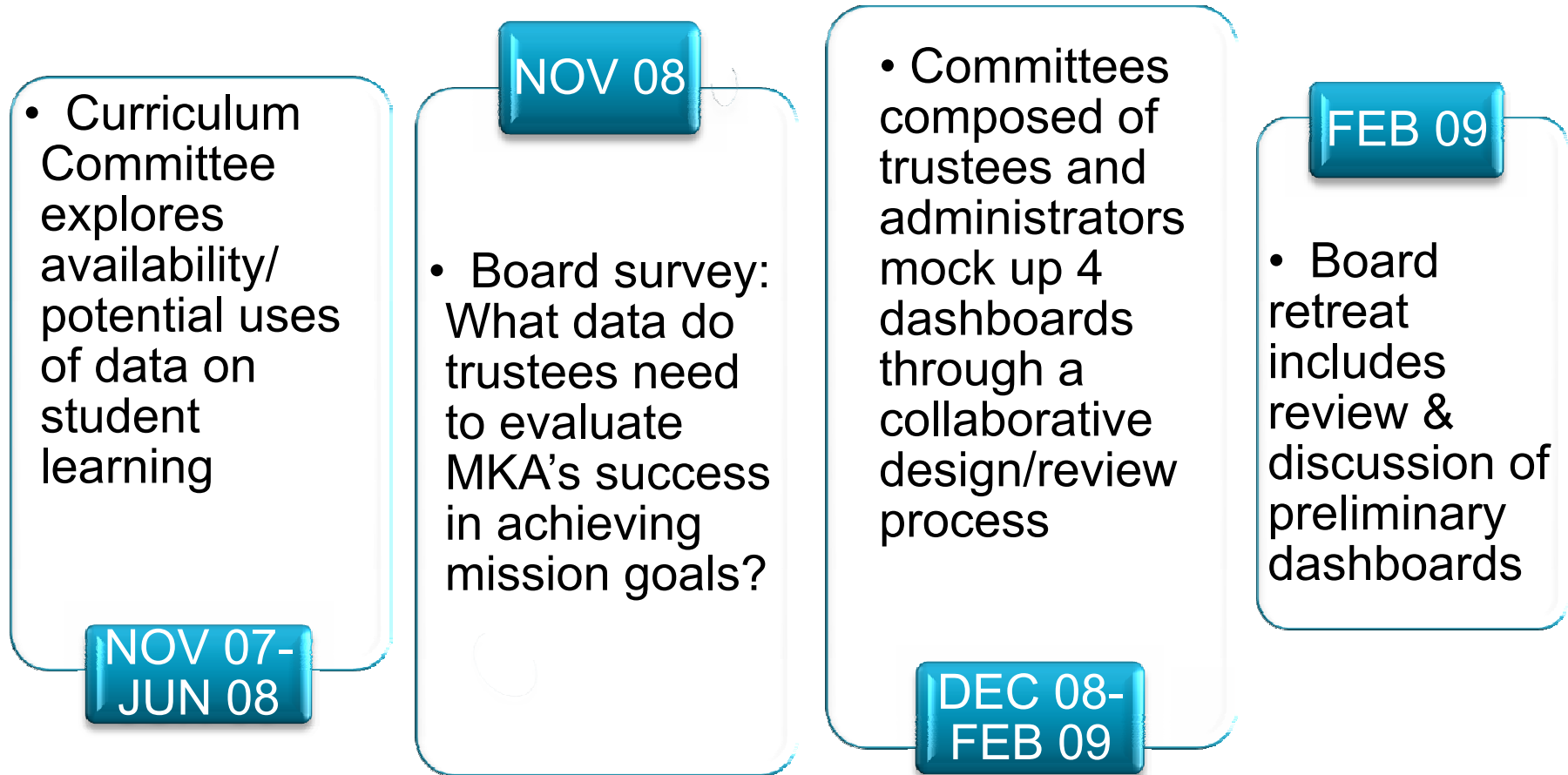
Bonus: Commitment to dashboards will drive better data management school-wide

III

A Trustee's Perspective

Eric Pai

Dashboard Development Timeline



And the work continues...

The Board Survey

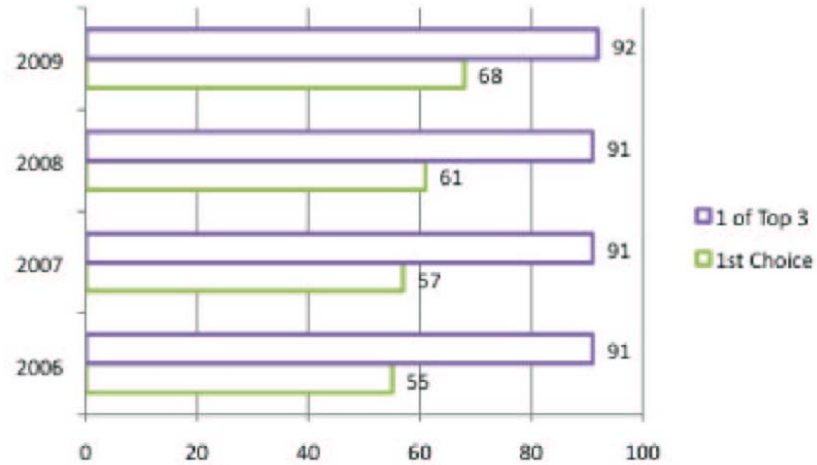
- What information do trustees need to assess MKA's health in accomplishing its mission?
 - Program (enrollment, academics, athletics, arts, college counseling, etc.)
 - Non-program (HR, finance, development, etc.)
- Focus on multi-year metrics to benchmark performance, identify trends

Dashboard Progress



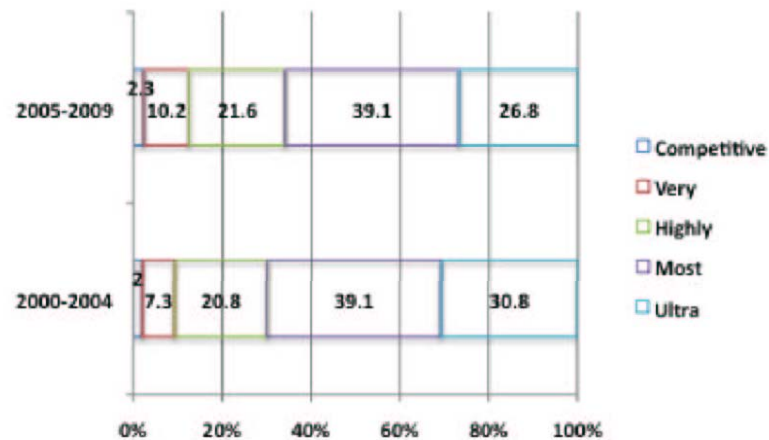
- Our first two dashboards take shape:
 - College Admissions
 - Athletics
- Focus on four-year trailing average

4. Student Satisfaction ACTUAL



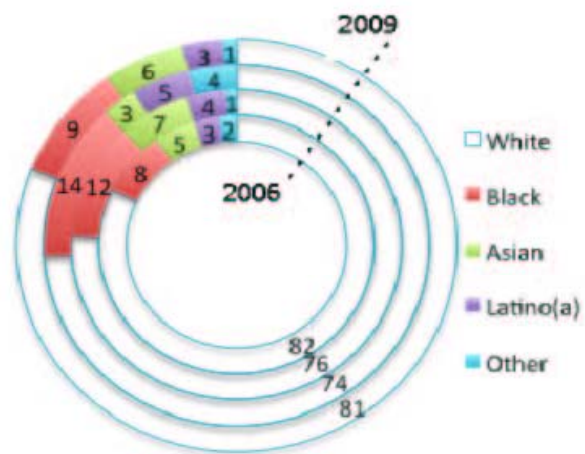
5. Student Aspiration ACTUAL

Distribution of Applications by Competitiveness Category

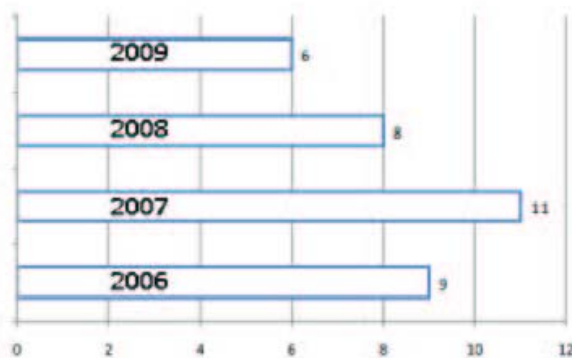


B. Demographic Attributes (% of Class) DEMO

Ethnicity



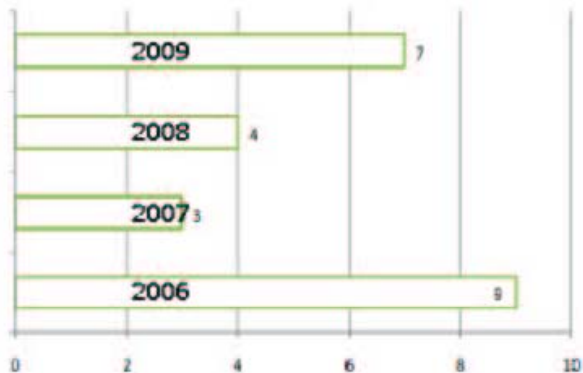
Legacies



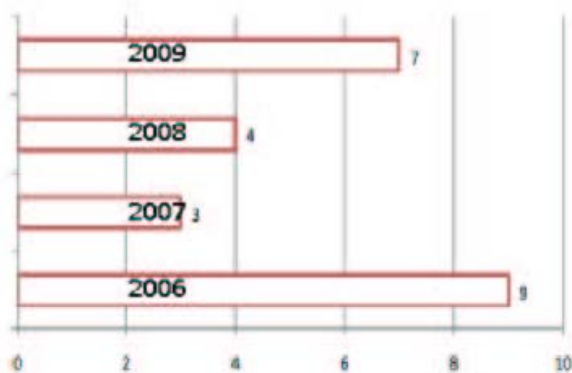
Athletes



Artists

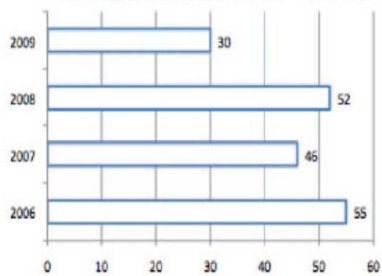


>50% FinAid

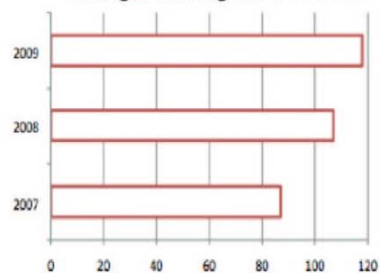


7. Engagement Measures

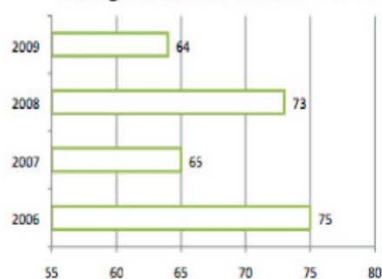
Colleges Visited by CCO ACTUAL



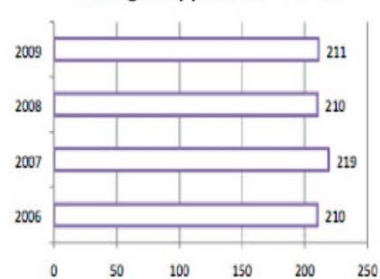
Colleges Visiting MKA ACTUAL



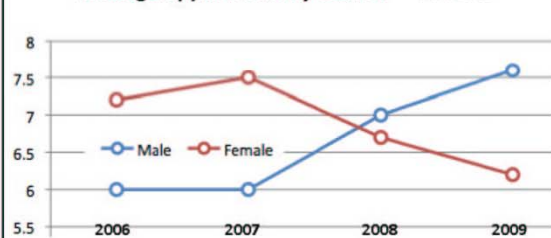
Colleges Students Attend ACTUAL



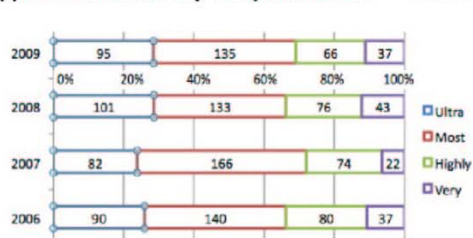
Colleges Applied To ACTUAL



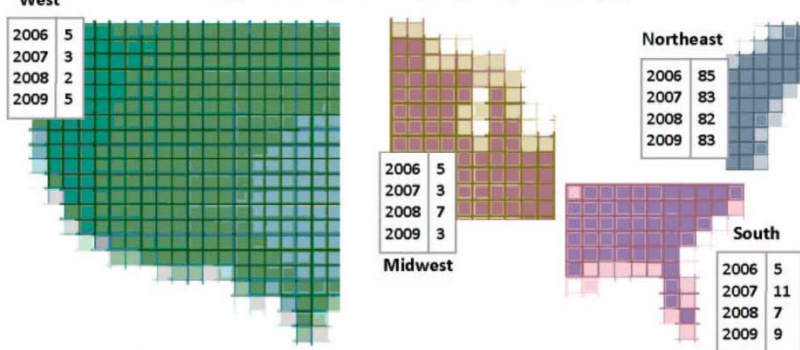
Average Applications by Gender ACTUAL



Application Volume by Competitiveness DEMO



Application Volume by Region (Percentage) DEMO

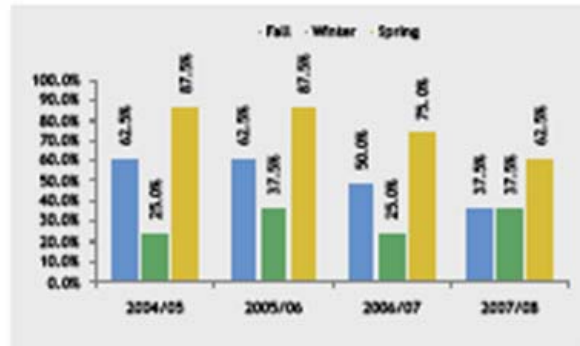


Athletics Dashboard 2009

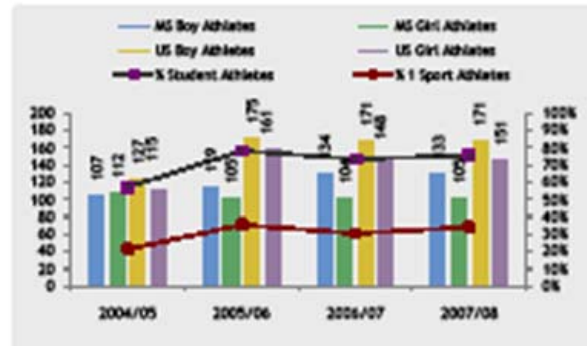
Total Teams



Winning Records



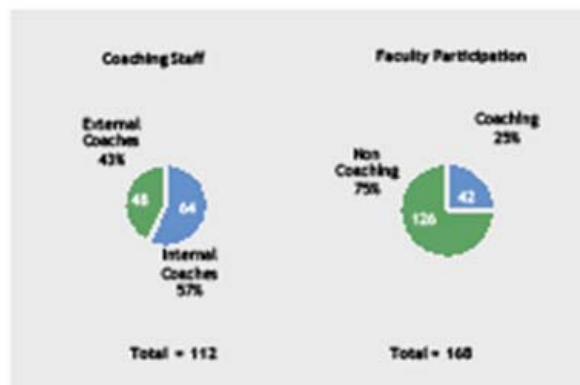
Student Participation



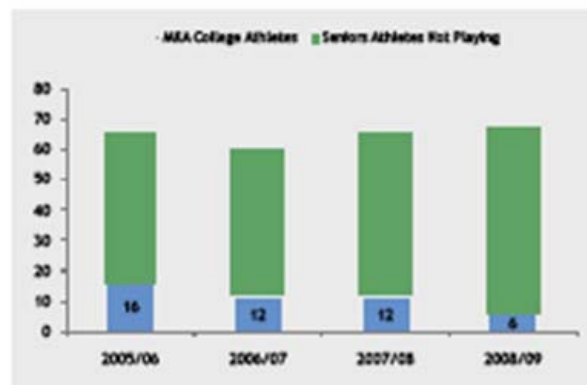
Athlete Citations



Coaching



College Participants



2007-2008 Team Championships

Boys' Soccer – 2007 NJSIAA Prep B State Champions
 Girls' Tennis – 2007 Colonial Hills Conference Division Champions
 Volleyball – 2007 Colonial Hills Conference Champions
 Boys' Basketball – 2008 NJSIAA Prep B State Champions
 Golf – 2008 Colonial Hills Conference Tournament Champions
 Softball – 2008 NJSIAA North Parochial B Champions, 2008 Colonial Hills Conference Division Co-Champions

2007-2008 Coaching Honors

Fall (1): Bill Wing, CHC Coach of the Year
 Winter (0): No honors for coaches
 Spring (0): No honors for coaches

2008-2009 NCAA Athletes

Total on College Rosters: 42
 National Average is 3.5% playing in college

Lessons Learned

1

Need to manage trustee expectations

2

Importance of placing data in perspective

3

Sensitivities/roles of Board, administration, faculty

IV

The Academic Dashboard: Facilitating student-centered governance

Karen Newman

Where We Began



- No easy access to global data about student performance & engagement
- No coordinated effort to collect and examine data school-wide
- No standard reporting measures to inform Board governance

The Challenges



- Framing the use of data to make this exercise meaningful for everyone
- Identifying a *limited* number of measures
- Managing expectations for dashboard production & data analysis

Where We Are Now



- We have created and revised a *feasibility study* with a 3-phase plan for producing the Academic Dashboard
- We are developing our **Student Information System** to track individual student performance & engagement

Questions Driving the Academic Dashboard



Performance:

What are trends in student achievement as measured by grades?

What are testing trends for MKA students on an absolute and relative basis?

What are trends in advanced-level course and testing participation?

Engagement:

What are trends in students' co-curricular participation?

How many Upper School students are taking 6 major courses?

What are trends in students seeking academic support?

To what extent do students see themselves as engaged in their learning and the life of the school?

Academic Sub-Group Dashboard: Feasibility Analysis

Focus	Proposed Format	Question(s) this data presentation may help to answer	Phase I Completion January 2010	Phase II Completion October 2010	Phase III Completion January 2011
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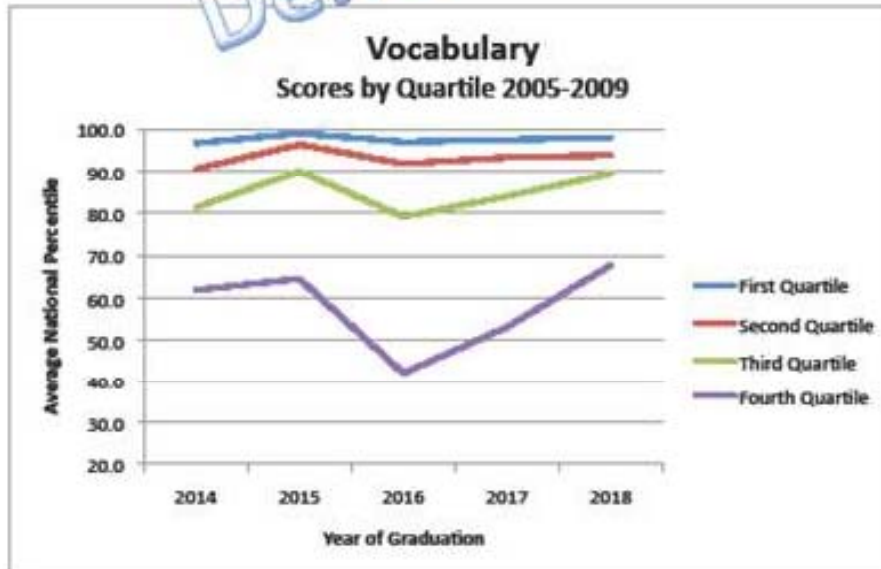
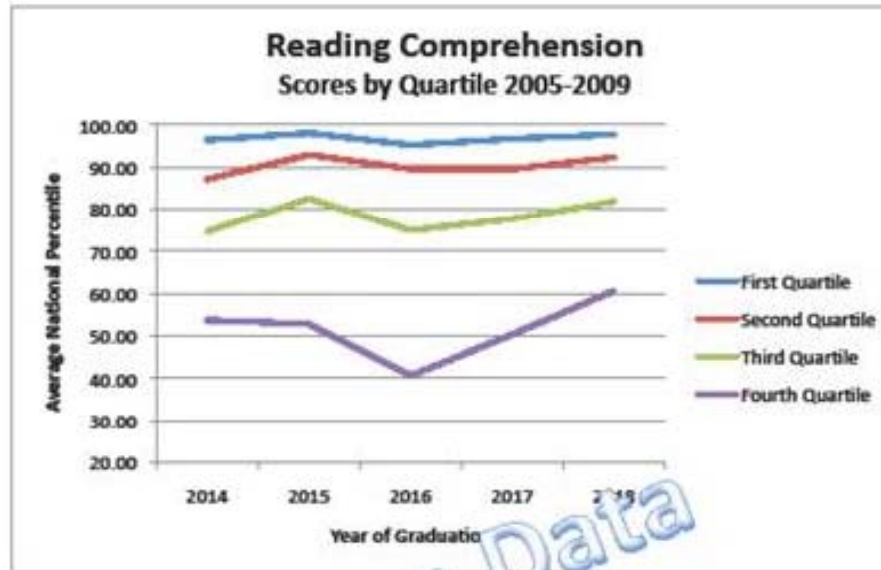
What are testing trends for MKA students on an absolute and relative basis?

SAT Reasoning Test Scores (Critical Reading, Math, Writing)	Graph 1: line graph representing each of three tests' averages, six years of data (reading and math from 2004 on); Graphs 2-4: line graph representing each test, averages over six years, against national norms Only one graph: Bar Graph of MKA averages vs. national averages in critical reading, math and writing over a 6-year period with range of MKA scores indicated.	What are trends in average scores on each of the three SAT reasoning tests over time? How does MKA students' performance compare to national averages?	Average SAT Reasoning Test scores in Critical Reading, Math and Writing are currently available through Naviance. Naviance does not provide a useful export function, and some scores are student-reported. We have updated the SIS with SAT available directly from ETS. Demo graph complete.	Coordinate scores in the MKA Student Information System with available score info to facilitate longitudinal study and cross-tabulations. SIS entries complete.	Cohort analysis for MKA MS students v. new 9 th graders; NJAIS average scores not readily available—would require significant digging (and ways to compare disparate statistics)
Percentage of class recognized by National Merit	4-year line graph of % of students recognized by National Merit (all categories)	What are the trends over time in the percentage of MKA graduating classes recognized by National Merit (which is based on PSAT scores)?	Will require compiling D. Jennings' lists from past years by hand. Data compiled in spreadsheet (not yet entered into SIS); demo graph complete.	Will be built into the Student Information System (will fit into transcript printing)	
Average SAT Subject Tests	6-year analysis (2004 on) Graph: Line graph representing each test, average for the year over 6 years against national norms (dotted lines)	What are trends in average scores on each of the SAT subject tests over time? How does MKA	Data currently available through Naviance; will require compiling national averages for each test over time Naviance does not	Must coordinate scores in Student Information System with available score info to facilitate longitudinal study and	NJAIS average scores not readily available—would require significant digging

Gates-MacGinitie Reading Comprehension and Vocabulary

What are testing trends for MKA students on an absolute and relative basis?

What are trends in average percentiles on both vocabulary and reading comprehension?



The Outcomes We Anticipate

- The entire school community will benefit from a student-centered, data-rich environment
- Trustees, administrators, & faculty will share a common understanding re: academic diversity, performance, & student engagement
- Trend information will guide decisions re: curriculum, instruction, program offerings
- New Student Information System will enable better tracking of individual students' progress & engagement

Dashboard Recommendations

1

Take an inquiry approach: Focus on asking the right questions re: performance & engagement

2

Produce a feasibility study that covers all of the dashboards you intend to develop

3

Coordinate & provide dedicated support for your data management

4

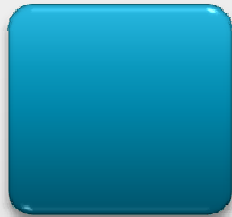
Realize that any one given data measurement needs to be taken in context

A horizontal bar at the top of the slide, divided into a red section on the left and a teal section on the right.

Concluding Thoughts

Jim Wickenden

Why Dashboards Are Worth Doing



Yes, dashboard development is time-consuming & intellectually challenging. . .



. . . but the process itself will drive program improvement. . .



. . . and one end result will be better Board engagement around issues that matter

Prerequisites for Success

1

An atmosphere of mutual trust & respect between Board and administration

2

Willingness to work through multiple iterations to arrive at meaningful results

3

In-house or outside expertise in information design to ensure that dashboards are accurate, readable, and context-rich

4

A commitment to providing the long-term resources necessary to collect and manage the data the Board requests

Find more on dashboard development in our Leadership Library:

The screenshot displays the Wickenden Associates website dashboard. At the top, the company name "WICKENDEN ASSOCIATES" is prominently displayed in white on a dark blue background, with the tagline "Serving independent schools well since 1986" to its right. Below this, the main content area is divided into several sections. On the left, there's a "WHAT'S NEXT?" section featuring a large image of a book titled "Conducting a Head Search: A MANUAL FOR THE CLIENTS OF WICKENDEN ASSOCIATES". To the right of this is a "LEADERSHIP LIBRARY" section with a red and white logo. Below the logo, a text block invites users to browse titles for articles of interest to trustees, independent school leaders, and aspiring leaders, all available for free. Three hyperlinks are provided: "Governance and Trusteeship", "School Leadership and Administration", and "Boarding Schools". Below the links is a "MENU" section with a list of navigation options: Home, About Us, Services We Provide, and Searches in Progress. To the right of the menu is a "Searches in Progress" section with a red heading "Governance and Trusteeship" and a sub-heading "Winning Governance Strategies: Improving the Performance of Independent School Boards".

www.wickenden.com

About Wickenden Associates

Founded in 1986, we've served more than 500 independent schools. Our services include Head of School & other senior leadership searches; strategic planning & institutional research; & Board development.