

JCPS Board of Education
Student Outcomes Focused Governance
practice Goal Progress Monitoring session
Tues 5/7/24

Utilizing the linked sample [Monitoring Report](#), please develop your thoughts on the following:

The Goal

Are the goal and/or interim goal being monitored clearly shown?

The Data

Does the report clearly show data for the 3 previous reporting periods (preferably a line graph)?

Does the report clearly show the current reporting period?

Does the report clearly show the target reporting periods (annual targets and deadline target)?

The Interpretation

Does the report clearly show the Superintendent's understanding of system performance relative to the goal?

The Evidence & Plan

Does the report clearly show supporting documentation that evidences the Superintendent's understanding of system performance?

If the school system is not at target **OR** the Superintendent's understanding of system performance indicates implementation is not on track, does the monitoring report clearly describe systemic root causes, strategic responses (including rationale), and any needed next steps?

As you begin to engage in your Goal and Guardrail progress monitoring, please review the [Effective Goal Monitoring](#) document in detail - with particular emphasis on the call-outs below:

Practice asking SMART questions about this report. To do this consider the qualities below and then develop four or five questions you may wish to ask during a board meeting. If you believe them to be Technical or Tactical, write them down assuming you would've submitted them prior to the board meeting.

- **Strategic:** Is the question about strategic issues rather than technical or tactical issues?
 - **Technical** questions are trying to understand ***how something is measured*** - focused on understanding the details surrounding the assessment and goal details themselves.

- **Tactical** questions are trying to understand *how something is done* - focused on understanding the details surrounding the implementation of the assessment and goal.
 - **Strategic** questions are trying to understand *how something aligns to the priorities* - focused on understanding, relative to the goal, what we've learned about system performance and what lessons we've learned from that performance: Where are we? How did we get here? What worked? What didn't work? What did we learn?
(see [Technical vs Tactical vs Strategic](#))
- **Measure-Focused:** Does the question *reference specific metrics/data that has been provided* at the request of the school board?
 - **Ask-Oriented:** Is the question open ended or is it a yes/no/multiple choice question? Also consider the tone of the question: if the question is asked in a confrontational or accusatory manner, it automatically fails to be ask-oriented since a respectful and professional approach is more likely to yield valuable information than a confrontational or accusatory approach.
 - **Results-Focused:** Does the question *focus on understanding data rather* than sharing opinions? *Also consider the tone and approach of the question: is the question being asked with the purpose of authentically learning about the data or is the question really just advice-giving or recommendation-making in disguise?* Is the question directly related to understanding data about board work -- the goals, guardrails, and/or legally required items? If the question is not directly related to board work, it should likely be avoided.
 - **Time-Bound:** Does the question focus on current performance (past actions) or future performance (future actions)? Additionally, consider the timing of the question: is the question being asked at an appropriate time in the decision-making process? If a question is being asked too late in the process, that's a governance failure not a management failure and shouldn't be allowed to harm the process; preparation is key.