**School**

**Board Retreat– Date**

**Agenda**

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| **Time** | **Activity** |
| 11:30 | Greetings, introductions, and goals |
| 11:45 | Working lunch: asking generative questions – Yitro and Moshe: a perfect model? |
| 12:30 | Review of BSA results and implications |
| 1:15 | Break |
| 1:30 | A deep dive into governance |
| 2:30 | Kep performance indicators (KPIs) and planning to generative governance |
| 3:15 | Next steps and closing |
| 3:30 | *L’hitra’ot* |

**Your facilitator**

Rabbi Maccabee Avishur currently serves as a senior director at Prizmah Center for Jewish Day Schools and as academic dean and principal of general studies at Heichal HaTorah in Teaneck, NJ. As a senior director at Prizmah, Maccabee consults with schools on leadership development, governance, placement, compensation, curriculum, and 21st century learning. Maccabee has worked extensively with Jewish day school boards advising them on strategic planning, board composition, evidence-based governance training, head of school support and evaluation, and the board-head relationship. Previously, Maccabee served as both a senior school leader and classroom teacher in California, Texas, and Michigan. Maccabee is a graduate of Brandeis University and the University of Cambridge and received ordination from Dayan Ephraim Greenblatt, zt”l. He did postgraduate work in Near Eastern languages and cultures at UCLA and is currently in the dissertation phase of the doctoral program in educational leadership at Yeshiva University.

**Goals:**

* To increase the sense of shared ownership of the success of any single aspect of the school.
* To better understand the challenges of distributed leadership.
* To lay the groundwork for an improved model and new shared vocabulary.

**OARCI**

*OARCI is a version of a responsibility assignment matrix, (sometimes referred to as RACI in other contexts) that describes the roles and participation of various people in completing tasks or deliverables for a project or organizational process. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes, like those that school boards and professional leadership engage in together. A description of the roles is below.*

**Oversee**: The single person/group who provides general oversight, assures alignment with mission, advises on general direction, and can delegate Accountability and, if needed, Responsibility. This person has veto power of As, but should use this power sparingly and with advance and direct communication.

**Accountable**: The single person who develops the vision for the work, brings others in as needed, has the authority to make on-the-ground decisions about the work. The person accountable for ultimate completion of the goal/task as well as accountability for budget and program oversight. The A is also almost always an R.

**Responsible**: The people who implement and get the work done through collaboration and partnership with A.

**Consulted**: The people who have some stake or expertise and should be consulted about the design and vision of the work as well as execution before decisions are made or action is taken. These people don’t have authority over the work, but do have important insight.

**Informed**: The people kept in the loop and notified when decisions are made or action is taken. These people can ask questions for clarification if needed.

**KPI Practice**

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| Things I want to ask: |
| Things I want to remember: |
| Things I want to try: |
| Other: |