

# Gate Requirements Checklist

Cumulative gate requirements for CGMI Levels 1 through 5  
Printable reference for board meetings and governance reviews

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# How to Use This Checklist

This checklist provides the cumulative gate requirements for each CGMI maturity level. Use it during board meetings, annual governance reviews, or when preparing for a CGMI appraisal to assess your school's readiness for each level.

## Key principles to remember:

- **Gates are cumulative.** Every gate from all prior levels must remain in effect. You cannot lose a prior-level gate and maintain your current level.
- **Gates are behavioral and evidence-based.** Each requirement must be demonstrated through objective evidence — meeting records, training logs, policy audits, financial data — not self-reported.
- **Your overall level equals your lowest domain.** A school that is Level 4 in four domains but Level 2 in one is rated Level 2 overall. Work on your weakest domain first.
- **GMS becomes a gate at Level 3.** The Governance Maturity Score (0–100) is a diagnostic indicator at Levels 1–2 but a formal gate requirement at Levels 3–5.

## Checkbox legend

Symbol	Meaning
<input type="checkbox"/>	Open checkbox — a new gate introduced at this level. Check it off when your school meets this requirement.
<input checked="" type="checkbox"/>	Pre-checked (gray) — a gate from a prior level. It should already be met. If it is not, address it before working on current-level gates.

## Levels at a Glance

Level	Name	New Gates	Cumulative	GMS Role	Appraisal Tier Required
1	Emerging	4	4	Signal (0–45)	Any
2	Developing	6	10	Signal (45–62)	Any
3	Established	7	17	<b>Gate (≥ 70)</b>	Guided or Certified
4	Advanced	7	24	<b>Gate (≥ 80, 2 cycles)</b>	Guided or Certified
5	Exemplary	7	31	<b>Gate (≥ 90, 2 cycles)</b>	<b>Certified only</b>

**1****Level 1 — Emerging**

Reactive. Ad hoc. Dependent on individuals.

GMS typically 0–45 (diagnostic signal only)

**New gates at Level 1 (4)**

- School is legally incorporated as a nonprofit
- Board has minimum required seats filled (per bylaws)
- School has an active charter agreement
- Board has met at least once in the past 90 days

**Typical signals at this level**

- Meeting notice compliance below 70%
- Less than 50% board certification completion
- Multiple unresolved Critical policy audit findings
- No financial documents uploaded in 90+ days

**To advance to Level 2**

Establish basic compliance processes. Focus on meeting notice compliance ( $\geq 85\%$ ), getting minutes approved within 30 days, and starting foundational board training.

**2****Level 2 — Developing**

Aware. Basic processes in place. Compliance-focused.

GMS typically 45–62 (diagnostic signal only)

**Prior-level gates (4 — must remain in effect)**

- School is legally incorporated as a nonprofit
- Board has minimum required seats filled (per bylaws)
- School has an active charter agreement
- Board has met at least once in the past 90 days

**New gates at Level 2 (5)**

- Meeting notice compliance  $\geq 85\%$  over trailing 6 months
- Minutes approved within 30 days for  $\geq 80\%$  of meetings
- No unresolved Critical policy audit findings
- Annual audit completed within required timeframe
- At least 50% of board members have completed foundational training

**Typical signals at this level**

- Meeting notice compliance 85–95%
- 50–75% board certification completion
- Policy audit: only Advisory findings remain
- Financial documents uploaded on schedule

**To advance to Level 3**

Move beyond compliance toward governance quality. Get 100% of members certified, conduct a board self-assessment, formalize executive evaluation, and bring GMS to  $\geq 70$ .

**3****Level 3 — Established**

Proactive. Documented standards. Governance-driven culture.

GMS  $\geq$  70 required (formal gate)**Prior-level gates (9 — must remain in effect)**

- School is legally incorporated as a nonprofit
- Board has minimum required seats filled (per bylaws)
- School has an active charter agreement
- Board has met at least once in the past 90 days
- Meeting notice compliance  $\geq$  85% over trailing 6 months
- Minutes approved within 30 days for  $\geq$  80% of meetings
- No unresolved Critical policy audit findings
- Annual audit completed within required timeframe
- At least 50% of board members have completed foundational training

**New gates at Level 3 (6)**

- 100% of board members certified in role-specific training
- Board self-assessment conducted within last 12 months
- Strategic plan current (adopted within 3 years, progress reviewed annually)
- Formal executive evaluation process documented and executed annually
- Policy audit: zero unresolved Advisory findings older than 90 days
- Governance Maturity Score  $\geq$  70

**Typical signals at this level**

- Meeting notice compliance  $\geq$  95%
- 100% board certification completion
- Policy audit: only Informational findings
- Multi-year financial trend positive or stable
- Transparency portal fully active and current

**To advance to Level 4**

Shift to data-driven governance. Build a board skills matrix, start peer benchmarking, maintain a multi-year financial model, and sustain GMS  $\geq$  80 across two consecutive cycles.

**4****Level 4 — Advanced**

Data-driven. Measured. Benchmarked. Continuously improving.

GMS  $\geq$  80 sustained for two consecutive appraisal cycles (formal gate)**Prior-level gates (15 — must remain in effect)**

- School is legally incorporated as a nonprofit
- Board has minimum required seats filled (per bylaws)
- School has an active charter agreement
- Board has met at least once in the past 90 days
- Meeting notice compliance  $\geq$  85% over trailing 6 months
- Minutes approved within 30 days for  $\geq$  80% of meetings
- No unresolved Critical policy audit findings
- Annual audit completed within required timeframe
- At least 50% of board members have completed foundational training
- 100% of board members certified in role-specific training
- Board self-assessment conducted within last 12 months
- Strategic plan current (adopted within 3 years, progress reviewed annually)
- Formal executive evaluation process documented and executed annually
- Policy audit: zero unresolved Advisory findings older than 90 days
- Governance Maturity Score  $\geq$  70

**New gates at Level 4 (6)**

- Governance Maturity Score  $\geq$  80 for two consecutive appraisal cycles
- Year-over-year improvement documented across at least 3 of 5 domains
- Peer benchmark comparison conducted and acted upon
- Board composition skills matrix current and actively used for recruitment
- Multi-year financial model maintained and reviewed quarterly
- At least 2 board members advancing to intermediate/expert training tier

**Typical signals at this level**

- Year-over-year score improvement documented
- Peer benchmark: top 25% of comparable schools
- Zero compliance incidents in trailing 12 months
- Board self-assessment drives measurable improvement

**To advance to Level 5**

Pursue sector leadership. Contribute to the charter governance community, achieve expert-tier training, sustain GMS  $\geq$  90 across two cycles, and earn authorizer recognition as a governance model.

**5****Level 5 — Exemplary**

Systemic. Institutional. Adaptive. A governance model for others.

GMS  $\geq$  90 sustained for two consecutive appraisal cycles (formal gate)**Prior-level gates (21 — must remain in effect)**

- School is legally incorporated as a nonprofit
- Board has minimum required seats filled (per bylaws)
- School has an active charter agreement
- Board has met at least once in the past 90 days
- Meeting notice compliance  $\geq$  85% over trailing 6 months
- Minutes approved within 30 days for  $\geq$  80% of meetings
- No unresolved Critical policy audit findings
- Annual audit completed within required timeframe
- At least 50% of board members have completed foundational training
- 100% of board members certified in role-specific training
- Board self-assessment conducted within last 12 months
- Strategic plan current (adopted within 3 years, progress reviewed annually)
- Formal executive evaluation process documented and executed annually
- Policy audit: zero unresolved Advisory findings older than 90 days
- Governance Maturity Score  $\geq$  70
- Governance Maturity Score  $\geq$  80 for two consecutive appraisal cycles
- Year-over-year improvement documented across at least 3 of 5 domains
- Peer benchmark comparison conducted and acted upon
- Board composition skills matrix current and actively used for recruitment
- Multi-year financial model maintained and reviewed quarterly
- At least 2 board members advancing to intermediate/expert training tier

**New gates at Level 5 (6)**

- Governance Maturity Score  $\geq$  90 for two consecutive appraisal cycles
- Active contribution to charter governance sector (hosting learning, speaking, publishing, or mentoring)
- Expert-tier training completion for at least one board member per role
- Zero compliance incidents across any domain in trailing 24 months
- Authorizer has cited school as a governance model or best practice
- Full year-over-year improvement documented across all 5 domains

**Typical signals at this level**

- Peer benchmark: top 10% of comparable schools
- School cited by authorizer or state association as governance model
- Expert-tier training completion

# Capability Profile Worksheet

Use this worksheet to record your school's current domain scores and identify focus areas. Complete this during your annual governance review or as part of an appraisal preparation.

**School Name:** \_\_\_\_\_ **Appraisal Date:** \_\_\_\_\_

**Fiscal Year:** \_\_\_\_\_ **Appraisal Tier:**  SA  GA  CA

## Domain Scores

Domain	PA1 (0–5)	PA2 (0–5)	PA3 (0–5)	PA4 (0–5)	Domain Score (0–20)	Implied Level
<b>D1</b> Board Composition & Competency					/ 20	
<b>D2</b> Governance Processes & Compliance					/ 20	
<b>D3</b> Strategic Oversight & Accountability					/ 20	
<b>D4</b> Financial Governance & Sustainability					/ 20	
<b>D5</b> Transparency & Stakeholder Accountability					/ 20	
<b>GMS Total</b>					<b>/ 100</b>	

## Level Determination

<b>Lowest domain score:</b>	Domain ____ at Level ____
<b>GMS gate met?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No (L3: ≥ 70 L4: ≥ 80 x2 L5: ≥ 90 x2)
<b>All cumulative gates met?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If no, list gaps: _____
<b>Overall CGMI Level:</b>	<b>Level</b> ____

## Advancement Priorities

List the top 3 actions needed to reach your next maturity level:

1. \_\_\_\_\_ **Target date:** \_\_\_\_\_

2.

Target date:

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3.

Target date:

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**CGMI** · Charter Governance Maturity & Integration

For the full framework specification, visit [www.cgmi.institute/framework](http://www.cgmi.institute/framework)

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