YOUR JOB AS A BOARD MEMBER & HOW TO DO IT WELL

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SESSION 6 - TUE, JULY 2, 2013

3:45 – 5:15

Agenda

1) **CHARTER UNIQUENESS**

2) **EFFECTIVENESS & PITFALLS**

3) **8 BEST PRACTICES**

4) **GOVERNANCE VS. MANAGEMENT**

5) **BOARD EVOLUTION**

6) **QUESTIONS AND ANSWERS**

Governance is Governance

- **BASIC BOARD WORK**

- **STANDARD PRACTICES**

- **GOVERNANCE VERSUS MANAGEMENT**

- **VARYING QUALITY**

- **FOUNDER'S SYNDROME**

How Charters Differ

- **PUBLIC INSTITUTIONS AND PUBLIC FUNDS:**
  - Higher levels of visibility
  - Higher scrutiny
  - Higher levels of accountability

- **REQUIRES:**
  - More transparency
  - Specific metrics

How Board Service Differs

- **MORE INTENSE COMMITMENT THAN NONPROFITS**

- **BOARD MEMBERS MUST:**
    - Have substantial time to commit to board service
    - Understand fully and be strongly committed to the school's mission
    - Understand that board membership is not titular in nature; they are joining a working board

Is Your Board Highly Effective?

- **COMMITMENT TO MISSION**

- **COLLECTIVE VISION**

- **CHARTER PROMISES**

- **CLEAR ROLES AND RESPONSIBILITIES**

- **GOVERNANCE VS. MANAGEMENT**

Is Your Board Highly Effective?

- **RESULTS FOCUSED**

- **STRUCTURE & COMPOSITION**

- **STRATEGIC FOCUS IN MEETINGS**

- **LEADER INVOLVED IN GOVERNANCE**

- **PARTNERSHIP – LEADER/BOARD**

Pitfall #1:
"The People on the Bus go ..."

- NOT ENOUGH PEOPLE ON THE BUS

- WRONG PEOPLE ON THE BUS

- DON'T KNOW HOW TO DRIVE A BUS

- ONLY ONE LICENSED DRIVER

- ALL LICENSED, BUT NO DRIVERS

- WE NEED A GPS

Pitfall #2:
Lack of Accountability

- **FINANCIAL OVERSIGHT**

- **LEADER OVERSIGHT AND DEVELOPMENT**

- **URGENCY**

- **RESOURCE DEVELOPMENT**

- **BOARD DEVELOPMENT**

Best Practice #1:
Find the Right Board Members

- **SKILL SETS**
  - Finance, Legal, HR/Personnel, Fundraising, Advocacy, Governance, Educational Expertise

- **QUALITIES**
  - Passion for Mission, Time, Work in Groups, Sense of Humor

- **DIVERSITY**
  - Ethnicity, Gender, Age, Geography, Religion, Social Economic

- **SKILLS/DIVERSITY MATRIX**

- **TEST MEMBERS ON COMMITTEES**

Best Practice #2:
Stakeholders are Board Members First

- **PARENTS**

- **TEACHERS**

- **STUDENTS**

- **COMMUNITY**

Best Practice #3:
Recruit Well and Boldly

- ALWAYS BE RECRUITING

- 9-15 MEMBERS WITH CRITICAL SKILLS

- MORE THAN 50% GOVERNANCE EXPERIENCE

- SEVERAL WITH TANGIBLE COMMUNITY TIES

- TIME TO GIVE TO AN ENTREPRENEURIAL ENDEAVOR

Best Practice #4:
Know Your Role

- **GOVERNOR**
  - Attend 10 board meetings & annual board retreat

- **AMBASSADOR**
  - Host a "learn about School" event at work/home

- **SPONSOR**
  - Give personal gift to best of your ability
  - Find 3 items for the auction

- **CONSULTANT**
  - Actively serve on one committee

Best Practice #5:
Engage Dynamic Leadership

- **THE RIGHT CHAIR**
  - Group facilitation and process skills
  - Not a lone ranger
  - Get feedback on chair's facilitation skills

- **TIP**
  - One year term for officers

- **ED PROVIDES LEADERSHIP TO THE BOARD**
  - Integral part of the job
  - PD for leader around governance

Best Practice #6:
Hold Yourselves Accountable

- **JOB DESCRIPTIONS**

- **ATTENDANCE TRACKING**

- **ACCOUNTABILITY/REPORTING**

- **ANNUAL GOAL SETTING**
  - Board and ED

- **EVALUATE THE ED!!**

Best Practice #7:
Make Committees Matter

- COMMITTEE WORK HAPPENS BETWEEN BOARD MEETINGS

- COMMITTEES HAVE ANNUAL APPROVED WORK PLANS

- REPORT PROGRESS AGAINST GOALS AT EACH MEETING
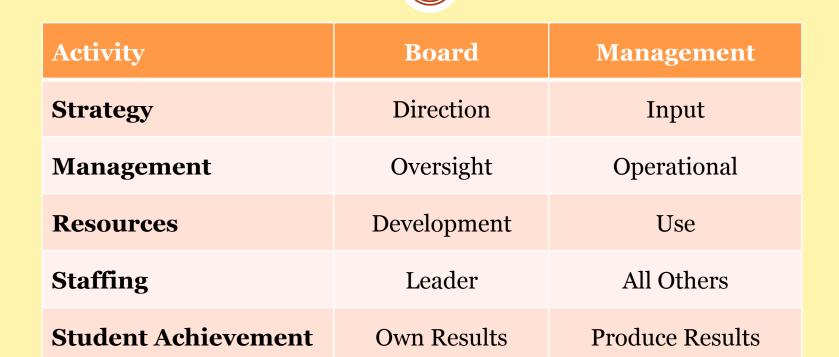
Best Practice #8:
Run Great Meetings

- ONLY DISCUSS THE STRATEGIC

- AGENDA ITEMS LINKED TO GOALS

- STICK TO AGENDA

- SEND OUT PACKETS EARLY

- DO NOT AUTOMATICALLY DO COMMITTEE REPORTS

Best Practice #8:
Run Great Meetings

- **RESPECT TIME – HAVE TIMEKEEPER**

- **STOP LONG-WINDED RECITATIONS**

- **EVALUATE YOUR EFFECTIVENESS**

SHOW ME A BAD MEETING, I'LL SHOW YOU A BAD BOARD!

Governance vs. Management
Who Does What?

Activity	Board	Management
Strategy	Direction	Input
Management	Oversight	Operational
Resources	Development	Use
Staffing	Leader	All Others
Student Achievement	Own Results	Produce Results

DESIGN OF THE PARTNERSHIP

POLICIES	TIME AND ATTENTION GRAPH
STRATEGIC • Effective Governance Practices • HOS Support/Evaluation • Mission • Strategic Planning/Thinking • Sustainability/Survival/Growth	**BOARD'S DECISION** Head's Advice
PARTNERSHIP • Legal Compliance • Resource Raising & Use • Enrollment Policies • Employment Terms	**SHARED DECISIONS: BOARD & HEAD**
OPERATIONAL • Admissions • Day to Day Policies & Procedures • Program Development/Support • Staff Hiring, Evaluation, Separation	Board's Advice **HEAD'S DECISION**

Decision Making

O = Operational	P = Partnership	S = Strategic
Leader	Board and Leader	Board

Dropping a language requirement	Introducing a new sport
Developing the budget	Expelling a student
Approving the budget	Hiring a psychiatric consultant
Changing a graduation requirement	Firing a teacher for alcohol abuse
Approving a policy to permit out-of-country travel	Install a new process for evaluating teachers
Changing the discipline code	Hiring an extra teacher
Introducing sex education program	Responding to parent complaint
Expanding the enrollment	Select a new math text book series
Changing the length of the school day	Introducing a new dress code

BOARD EVOLUTION

Life Cycle	Yrs	Members	Focus
Founding/Start Up	0 -2	7 - 9	•Compliance •Culture •External Relations/Recruitment •Facilities •Leadership •Operations •Program Development
Governing/Adolescent	3 - 6	9 - 13	•Achievement Results •Leadership •Board Evolution •Facilities •Renewal
Sustaining/Maturity	7 +	11 - 15	•Advocacy •Continuous Improvement •Dissemination •Leadership •Resource Expansion •Strategy/Replication

BOARD EVOLUTION

Life Cycle	Skill Sets	Committees/Task Forces
Founding/Start Up	•Governance Experience •Financial Acumen •Education Knowledge	•Academic/Education •Governance/Trustee •Finance
Governing/Adolescent	•Community Relations •External Affairs •Facilities •Fundraising •Human Resources •Legal	•Development •Facilities •Leader Evaluation

Q & A

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