



NATIONAL
CHARTER SCHOOL
RESOURCE CENTER
AT SAFAL PARTNERS

Master Class 4: Board Development and Governance

September 9, 2015



National Charter School Resource Center

About the NCSRC

- Funded through the U.S. Department of Education
- Makes accessible high-quality resources to support the charter school sector
- Safal Partners is leading the center; partners include National Alliance for Public Charter Schools (NAPCS), Colorado League of Charter Schools, National Association of Charter School Authorizers (NACSA), American Institutes of Research (AIR), and Public Impact

About Safal

Founded in 2010, Safal Partners is a Texas-based mission-driven education consulting firm. Safal works across the education landscape, including the federally-funded Center for Educator Effectiveness, districts (e.g. Houston Independent School District), foundations (e.g. Bill and Melinda Gates Foundation, Houston Endowment), and nonprofits (e.g. Educate Texas, Teach For America Houston).

Please visit: <http://www.charterschoolcenter.org> for news, resources, and information on charter schools

www.CharterSchoolCenter.org

The screenshot shows the homepage of the National Charter School Resource Center. At the top left is the logo with the text "NATIONAL CHARTER SCHOOL RESOURCE CENTER AT SAFAL PARTNERS". To the right is a search bar and a "Subscribe to Newsletter" button. Below the logo is a navigation menu with categories: FOCUS AREAS, PUBLICATIONS, AUDIENCE, VIDEOS, FUNDING, FAQs, and EVENTS. Further right are links for LOGIN, SEA, and CMO. A main banner area features a large image of two young women and a call-to-action: "Connect. Resources to Build Top-Notch Charter Schools." Below this is a search prompt: "Search for resources to help build, improve, or re-energize your Charter School today." The middle section contains three circular icons with corresponding titles: "What are Charter Schools?", "State Resources for Charters", and "Most Popular Charter Resources". Each icon has a brief description of placeholder text. Below this is a section titled "What's New with the Resource Center" with a description of placeholder text. At the bottom, there are two columns of news items. The left column is titled "Recent News" and includes two items: "50 Percent Attendance Rate Found in Ohio Charters" (dated EDWEEK | 21 JAN 2015) and "KIPP Principal Training Rooted in 'Real-World' Practice" (dated EDWEEK | 21 JAN 2015). The right column is titled "Upcoming Events" and includes two items: "Event Name" (dated FEB 20 THURSDAY, 3:00 PM) and "Event Name" (dated FEB 23 THURSDAY, 3:00 PM). A third event is partially visible at the bottom: "Event Name" (dated MAR 05 THURSDAY, 3:00 PM).

Links to White Papers, Reports, and Newsletters

Resource	URL
District-Charter Collaboration	http://www.charterschoolcenter.org/resource/district-charter-collaboration-users-guide
Student Achievement in Charter Schools: What the Research Shows	http://www.charterschoolcenter.org/resource/student-achievement-charter-schools-what-research-shows
An Analysis of the Charter School Facility Landscape	http://www.charterschoolcenter.org/resource/analysis-charter-school-facility-landscape-california
Finding Space: Charters in District Facilities	http://www.charterschoolcenter.org/resource/finding-space-charters-district-facilities
Charter Schools and Military Communities: A Toolkit	http://www.charterschoolcenter.org/resource/charter-schools-and-military-communities-toolkit
Legal Guidelines for Educating English Learners in Charter Schools	http://www.charterschoolcenter.org/resource/legal-guidelines-educating-english-learners-charter-schools
Engaging English Learner Families in Charter Schools	http://www.charterschoolcenter.org/resource/engaging-english-learner-families-charter-schools
Student Achievement in Charter Schools: What the Research Shows	http://www.charterschoolcenter.org/newsletter/july-2015-student-achievement-charter-schools
Serving English Language Learners and Families	http://www.charterschoolcenter.org/newsletter/april-2015-serving-english-language-learners-and-families
Charter Schools Serving Military Families	http://www.charterschoolcenter.org/newsletter/december-2014-charter-schools-serving-military-families
English Learners in Charter Schools: Key Opportunities for Engagement and Integration	http://www.charterschoolcenter.org/newsletter/october-2014-english-learners-charter-schools-key-opportunities-engagement-and-integratio
Finding Space: Analyzing Charter School Facilities	http://www.charterschoolcenter.org/newsletter/april-2015-finding-space-analyzing-charter-school-facilities

Links to Webinars

Resource	URL
SEA Webinar: Early Childhood Learning in Charter Schools	http://www.charterschoolcenter.org/webinar/sea-webinar-six-early-childhood-learning-charter-schools
Serving English Language Learners and Families	http://www.charterschoolcenter.org/webinar/serving-english-language-learners-and-families
Credit Enhancement Webinar: Evaluating Charter School Performance	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-one-evaluating-charter-school-performance
Credit Enhancement Webinar: Evaluating Charter School Performance During the Transition to Common Core	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-two-evaluating-charter-school-performance-during-transition-commo
Credit Enhancement Webinar: Recent Developments in CSP Guidance	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-three-recent-developments-csp-guidance
Credit Enhancement Webinar: Authorizer Collaboration	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-four-authorizer-collaboration
Credit Enhancement Webinar: Collaboration to Enhance Facility Financing	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-five-collaboration-enhance-facility-financing
Credit Enhancement Webinar: May 2015 Workshop Preparation	http://www.charterschoolcenter.org/webinar/credit-enhancement-webinar-six-may-2015-workshop-preparation
SEA Webinar: Weighted Lotteries	http://www.charterschoolcenter.org/webinar/sea-webinar-four-weighted-lotteries
SEA Webinar: Data Management Tools for Risk Based Monitoring	http://www.charterschoolcenter.org/webinar/sea-webinar-five-data-management-tools-risk-based-monitoring

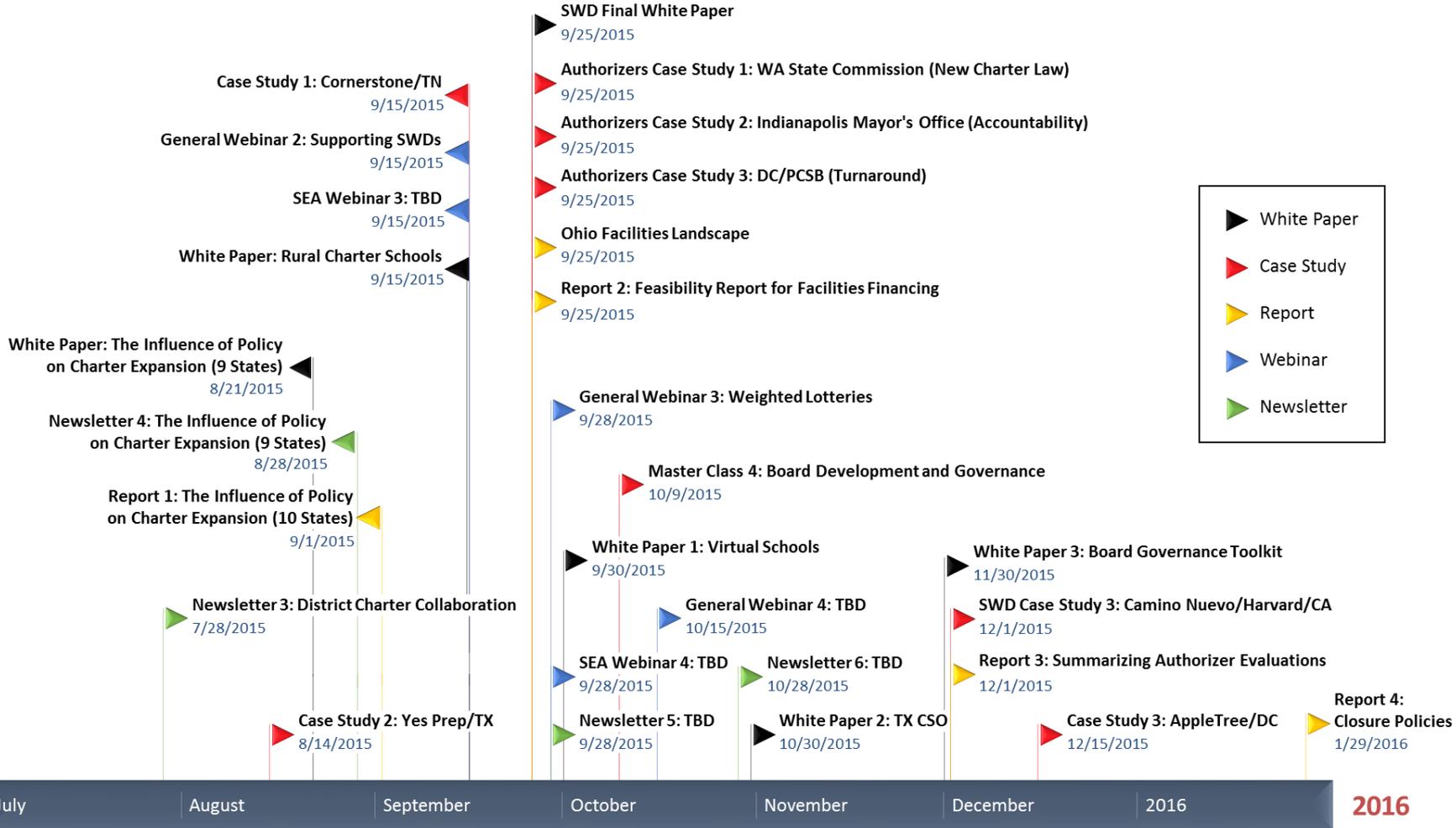
Links to Case Studies and Master Classes

Resource	URL
Two Rivers Public Charter School (SWD Case Study)	http://www.charterschoolcenter.org/mmcasestudy/two-rivers
Folk Arts Cultural Treasures Charter School (FACTS) (EL Case Study)	http://www.charterschoolcenter.org/mmcasestudy/folk-arts-cultural-treasures-charter-school-facts
Alma del Mar (EL Case Study)	http://www.charterschoolcenter.org/mmcasestudy/alma-del-mar
El Sol (EL Case Study)	http://www.charterschoolcenter.org/mmcasestudy/el-sol
Brooke Roslindale Charter (SWD Case Study)	http://www.charterschoolcenter.org/mmcasestudy/brooke-roslindale-charter
Master Class: Emerging Legal Issues	http://www.charterschoolcenter.org/webinar/master-class-3-emerging-legal-issues
Master Class: Federal Funding Opportunities	http://www.charterschoolcenter.org/webinar/master-class-2-federal-funding-opportunities

▶ Case Studies

▶ Master Classes

Upcoming Publications



- ▶ White Paper
- ▶ Case Study
- ▶ Report
- ▶ Webinar
- ▶ Newsletter

2015

2016

Master Class: Charter School Governance September 9, 2015



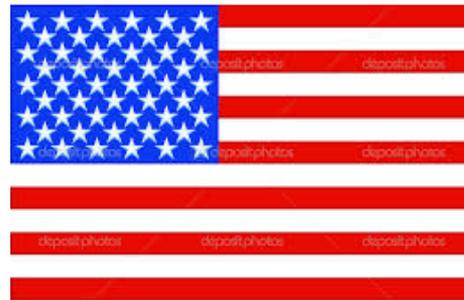
CharterBoardPartners

great boards for great schools

Background on CBP

Our Mission

Charter Board Partners promotes and supports strong public charter school governance so that every charter school has the board it needs to improve student achievement.



What We Do

- Form deep relationships with boards, support organizations, authorizers, and other stakeholders
- Provide recruiting and governance support
 - Help boards and support organizations understand strategic board composition and recruit strong, diverse boards
 - Provide resources, training, and coaching to support more effective governance
 - Help boards, authorizers, funders, etc., assess board effectiveness
- Partner with leading national and local organizations to raise awareness of the importance of governance
 - National Alliance
 - BoardSource
 - You!

Why Charter School Boards Matter

Critical stakeholders depend on local boards to deliver excellence:

Authorizers : grant the charter to the board

States: give taxpayer money to the fiduciary care of the board

Funders: grants are stewarded by the board

Lenders: provide facility financing to the board

Executive Director/Staff: rely on the board to make informed decisions and provide guidance on policy and strategic direction

Parents/Students: depend on the board to ensure the delivery of outstanding education

Today's Rules of Engagement

- Be respectful
- Participate fully
- Assume positive intent
- Silence cell phones
- Use technology wisely and courteously
- “What happens at the Westin...”

Helping Charter School Boards Understand their Role (and how to do it well!)



CharterBoardPartners

great boards for great schools

This Session

- What do highly effective charter school boards do?
- How do you know it when you see it?
- How can you help your local boards strengthen their ability to govern effectively?

Framework for Effective Governance



**Focus
relentlessly
on student
achievement**

**Recruit and
retain an
exceptional
leader**

**Invest in
exemplary
governance**

**Act
strategically
and be
accountable**

**Raise
and use
resources
wisely**

**Commit
steadfastly
to
compliance**

① Focus Relentlessly on Student Achievement

- Govern to fulfill the mission of the school and the promises of the charter
- Know whether students are on track to achieve at high levels



Focus Relentlessly on Student Achievement

- Evidence?



- Strategies?



② Ensure Exceptional Leadership:

- Hire and support a strong school leader
- Evaluate and hold the school leader accountable

Ensure Exceptional Leadership

- Evidence?



- Strategies?



③ Commit to Exemplary Governance

- Build a high functioning, diverse, and engaged board
- Implement best governance practices



Commit to Exemplary Governance

- Evidence?



- Strategies?



Case Study Time



④ Act Strategically

- Determine the strategic direction for the school
- Respect the balance between oversight and management

	Must account for	The performance of
Board		School Leader
School Leader		Teachers
Teacher		Students

Act Strategically

- Evidence?



- Strategies?



⑤ Raise and Use Resources Wisely

- Manage Resources Responsibly
- Expand Awareness and Raise Funds



Raise and Use Resources Wisely

- Evidence?



- Strategies?



⑥ Maintain Legal and Regulatory Compliance

⑥ Maintain Legal and Regulatory Compliance

- Minimize risks
- Meet expectations



Open
Meeting
Law



Maintain Legal and Regulatory Compliance

- Evidence?

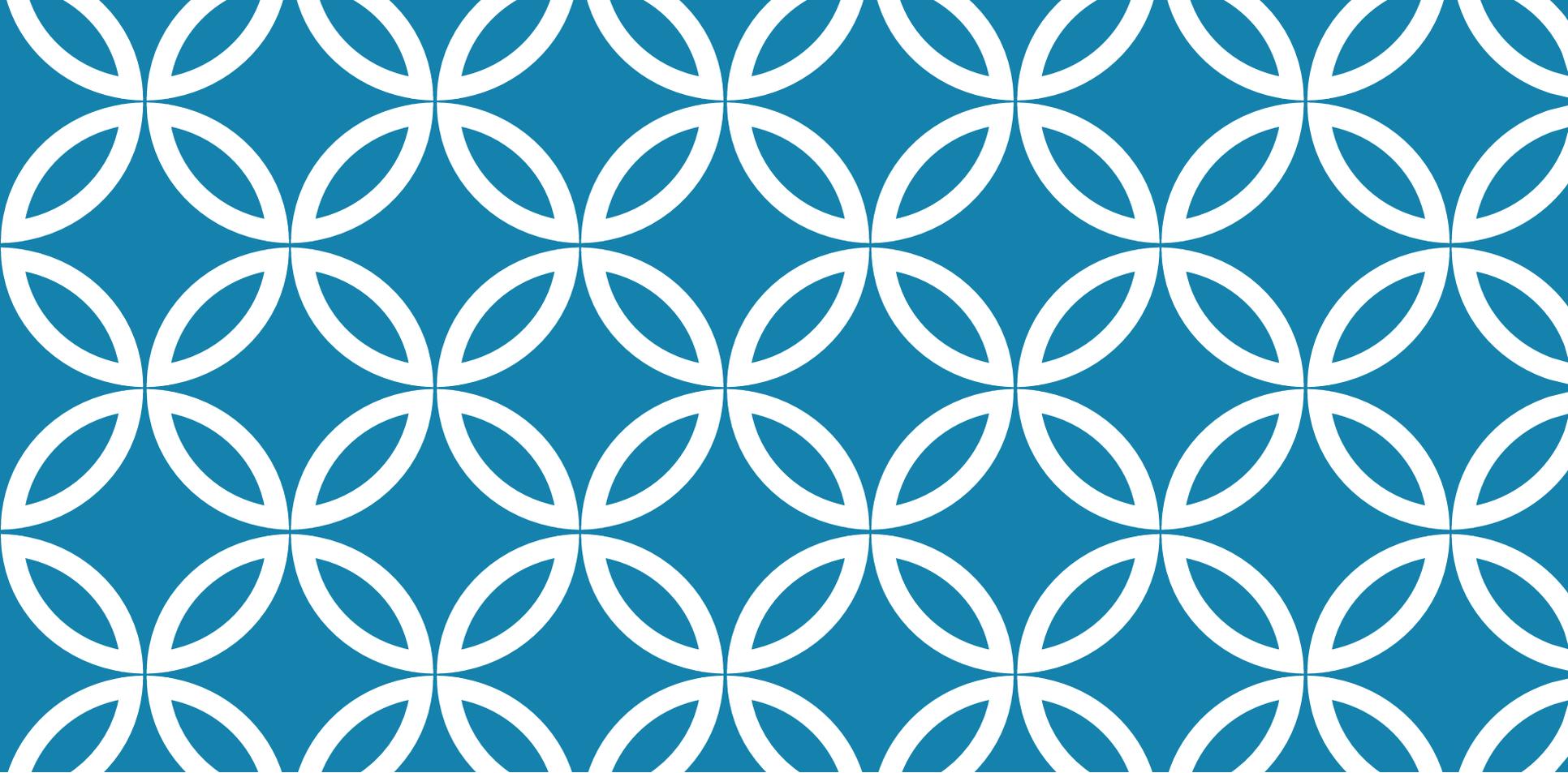


- Strategies?



Closing Questions

- How can you better leverage boards that are doing these things well to help strengthen the entire sector?
- Some information/resources you need that would help you implement this idea?



LESSONS FROM THE FIELD

Mary Carmichael
Terry Croy Lewis
Elisa Falco

PURPOSE:
LIFT THE HOOD ON CSO
GOVERNANCE ENGINES
&
INSPIRE CSOS TO EMBRACE
GOVERNANCE DEVELOPMENT AS
PART OF THEIR CORE PURPOSE
IT MAKES EVERYTHING ELSE EASIER.

Cross the Continental Divide of Great Governance

Terry Croy Lewis, Ph.D.

Vice President of School Quality and Support

focus on achievement



COLORADO LEAGUE *of*
CHARTER SCHOOLS

focus on achievement

Colorado Charter Schools

- My background:
 - I have been in the Colorado charter school sector for almost 20 years.
 - Founder, Governing Board Member (currently on an AEC board), School Leader
- League began in 1993
- League staff: 17.5 FTEs
 - President: Nora Flood



Colorado Charter Schools

- The first two charters opened in Colorado in 1993:
 - The Connect School, Pueblo
 - Academy Charter School, Castle Rock
- Today we have 223 charter school campuses in Colorado.
- Over 101,000 students attend Colorado charter schools.
 - This equals 11.7% of total K-12 public school enrollment in the state.



League's Strategic Plan: Governance Metrics

- Increasing member schools' governance capacity (as measured by a survey of board chairs in May 2014)
 - a) % of schools reporting that a majority of the board has been on the board for at least 12 months
 - b) % of schools rating the board as 8 or higher in the effectiveness of its oversight of management



The Governance Training Landscape in Colorado

- Governance training is not mandated by state statute.
- Colorado Charter School Program (CCSP) grant recipients are required to complete a certain amount of governance training.



The Governance Training Landscape in Colorado

- Options include:
 - Charter School Board Training Modules available on the Colorado Department of Education (CDE) website
 - Board Continuing Development – CDE/League partnership
 - Board Fundamentals - CDE/League partnership
 - League Annual Conference
 - League Customized Training
 - League Strategic Planning
 - Charter 411 Help Desk



Governance – CCSP Grant Technical Assistance Requirements Training

CCSP Grant: Tech Asst Requirements - Governance	Events per year
Charter Board Training Modules	30 modules – complete collectively
Board Fundamentals	2 events (Fall and Spring)
Board Continuing Development	2 events (Fall and Spring)
Board member attends 3 or more break out sessions at the League conference	Once per year
Specialized board training	League or other approved trainers
Performance Management for boards	League or other approved trainers

League Stats – 2014-2015 SY

By the Numbers...

- League's trainers (on staff) – 2 - Nora and Terry
- League's Cadre of Governance Trainers (contractors) – 3
- Total number of governance trainings last year – 28 (Nora and Terry facilitated 43% of these)
- Total number of strategic planning sessions last year – 9 (Nora and Terry facilitated 100% of these)
- Cost – Governance Training – half day, \$650
Strategic Planning – 2 or 3 days - \$1,000 to \$2500



Outreach Strategies: We don't need any stinking training!

- Nora is our secret weapon. Who wouldn't want to spend a day with Nora?
- School visits, marketing
- Onboarding on our new schools
- Membership Council Reps
- Authorizer's Visits
- Administrators Mentoring Cohort
- CDE support – CCSP Grant



Contact Information

Colorado League of Charter Schools

Terry Croy Lewis

Vice President of School Quality and Support

303-989-5356, ext. 120

tcroylewis@coloradoleague.org

www.coloradoleague.org



COLORADO LEAGUE *of*
CHARTER SCHOOLS

focus on achievement

Supporting Quality Governance

Elisa A Falco
Vice President of School Services
efalco@gacharters.org



Georgia Charter Schools Association

My background:

- 12 years experience working in the charter sector in Georgia
- Founding faculty, board member, principal, parent

Association Info:

- Association Staff – 15 full-time staff
- Association President – Dr. Tony Roberts

Georgia's Charter Landscape

Georgia Charter Schools...by the numbers:

- There are 74 autonomous charter schools in Georgia.
- Georgia's charter schools serve over 50,000 students, based on 2014 enrollment data.

Governance Training in Georgia

Georgia Charter Statute

- Annual training required
- SBOE Rule 160-4-9-.06

Annual Requirements

- New members – 15 hours
- Existing members – 9 hours

Governance Training in Georgia

GCSA's Governance Offerings

- Whole board team training on effective governance
- Customized retreats
- Charter school finance and budgeting
- Webinar series
- Board bank
- Annual conference
- Operational assessments
- Strategic / succession planning
- Board member affinity group
- Sustainability institute

Governance Support for Authorizers

GCSA Participates in Two Governance Retreats for the State Charter Schools Commission (SCSC)

GCSA is on contract with the Georgia Department of Education to assist charters deemed “at risk” due to governance problems.

We provide training for local school boards on effective authorizer practices.

GCSA's Governance Work FY2015

Training Conducted:

- Trained 51 governing boards
- Conducted 2 retreats for the SCSC
- Facilitated and wrote 4 strategic plans
- Conducted 3, two-day board retreats
- Worked with 3 "at risk" schools

GCSA's Governance Work FY2015

GCSA's Trainers:

- Elisa Falco
- Waynica Staples

Training Fees

Service	Cost
Fundamentals of effective Governance (3 hours)	\$1,000
Webinar Series	\$50 / person per 1-hour webinar (\$20 / person, per webinar when paired with another service)
Strategic Planning	Facilitation Only - \$2,500 Facilitation & Plan Development \$10,000
Charter School Finance & Budgeting	\$300 per person
Operational Assessment	Basic - \$4,500 Comprehensive - \$6,000
Charter Policy Manual	\$2,500
Board Bank	Free
Sustainability Institute	\$2,000 - \$4,000, depending on scope of work
Board Member Affinity Group	Free – Meets quarterly

Marketing and Outreach

- Annual visits with all members schools
- Community meetings
- Chambers of commerce
- Authorizer meetings
- Affinity groups
- New school development and training

Elisa A. Falco, *VP of
School Services*
efalco@gacharters.org
(404) 550-9401
www.gacharters.org



Governance Work:

Orientation Program

Advanced Board Training and Retreats

Strategic Planning

Leadership Hiring Process Coaching

What does the Alliance do?



Requirement
in the law –
minimal, but
there

State Required Orientation

Section 59-40-155. Within one year of taking office, all persons elected or appointed as members of a charter school board of trustees after July 1, 2006, shall complete successfully an orientation program in the powers, duties, and responsibilities of a board member including, but not limited to, topics on policy development, personnel, instructional programs, school finance, school law, ethics, and community relations. The orientation must be provided at no charge by the State Department of Education or an association approved by the department.

Contact Info



□ Contact information

Mary Carmichael

Executive Director

Public Charter School Alliance of South Carolina

Mary.Carmichael@SCCharterSchools.org

Mobile - [1-843-743-6406](tel:1-843-743-6406)

Mary.Carmichael@sccharterschools.org

Find the governance slides: <http://www.sccharterschools.org/board-training-and-elections>

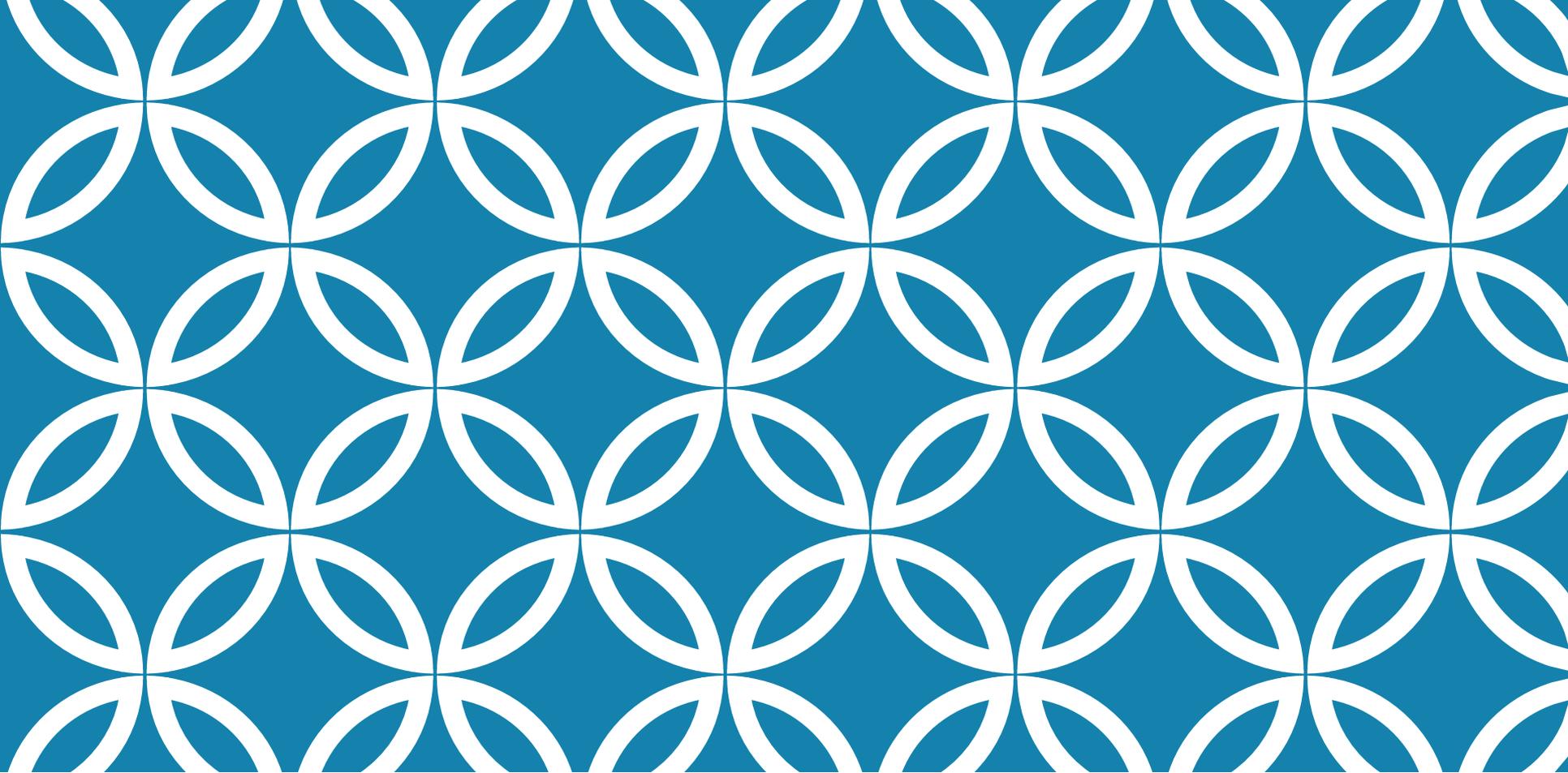
LESSONS FROM THE FIELD

Which programs are having the most impact? Are you measuring that for funders or for the CSO strategic plan?

Please share how you avoid “preaching to the choir” and engage/prioritize schools that really need governance training, strategic planning, and/or support services. What do those outreach strategies look like?

Could you share the short version of the business plan of your governance work? Percent of funding from philanthropy, percent fees for service. Is it self-sustaining without philanthropic dollars?

How do you transition groups from startup charter committees doing a lot of volunteer work to a governing board? – How do you keep them engaged in your services?



QUESTIONS

Mary Carmichael
Terry Croy Lewis
Elisa Falco

Strengthening the Board's Capacity to Identify, Support, and Evaluate the School Leader



CharterBoardPartners

great boards for great schools

Strong Leadership is Critical

- A BIG job
- Requires academic + organization/business knowledge/skills
- Burn-out rate/potential for turnover is high
- Competition for good leaders is fierce (great leaders are few and far between)
- Most charter school leaders do not enter the job with training on how to work with a board

What's the Board's Role?

1. Identify



2. Support



3. Evaluate



Identify



Support



Evaluate



Case Study Time



Helping Boards Strengthen Their Strategic Thinking: Annual Goal Setting Tips and Strategies



CharterBoardPartners

great boards for great schools

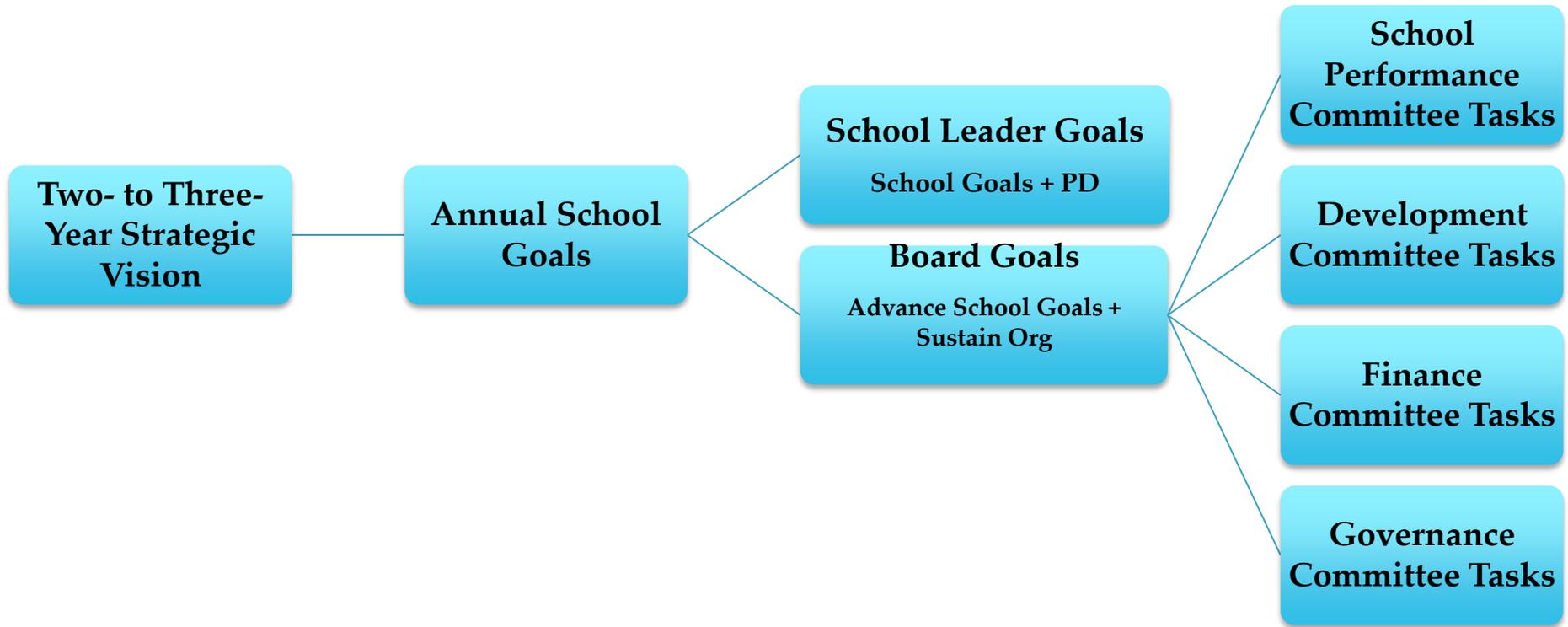
Act Strategically

- Determine the strategic direction of the school
- Respect the balance between oversight and management

Know Where You're Going



Adopt a Framework



Develop a Timeline



FAQs

- What if we don't have a strategic vision or plan?
- Do the leader and school goals have to be the same?
- Who drafts each set of goals?
- How many goals should we have?
- What is the best time of year for goal-setting?
- What's the difference between a goal and a task?
- How does the leader evaluation fit into this?
- What about a board self-assessment?

Be SMART

SMART Goals

S Specific

M Measurable

A Achievable

R Realistic

T Timely

Get to Work: Mock Goals Summit

- In board teams, identify a set of annual goals
 - First, as a team, record your **overall 2-3 year strategic vision**
 - Then, individually, record on cards **potential annual goals** aligned to that vision
 - Where does the school need to be by the end of this year in order to achieve that vision?
 - Look at the overall picture that emerges and **clarify, combine, and prioritize**
 - Which of these must happen this year? Are they aligned with our vision? Are they SMART goals?
 - Identify any **other specific goals** needed for the school leader (e.g., PD)
 - Then, for each leader goal, identify **supporting board goals**
 - What does the board need to accomplish in supporting the school leader to reach this goal?
 - Record any **additional board goals**
 - What are the other things the board needs to build capacity around in order to support school and leader long term and be a better board?

Share

- Let's take time to review each other's work and provide feedback.
- Walk around the room and provide feedback on:
 - Things you like (stickers)
 - SMARTness (post-its)
 - Questions you have (post-its)
- Return to your board tables and reflect on what you saw during the gallery walk:
 - Any changes you would like to make based on feedback?
 - Any ideas you saw that you'd like to incorporate?

Set Next Steps

- At your tables, record on cards one actionable next step and a timeline for completion (e.g., hold second meeting to finalize goals by June 1)
- Share out!
- Questions?

Thank you!

- Please take a moment to give us your feedback.
- Do not hesitate to reach out if we can be helpful or if you want additional information on anything discussed today:
 - kessex@charterboards.org
 - lbinder@charterboards.org
 - www.charterboards.org