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
## Links to White Papers, Reports, and Newsletters

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<thead>
<tr>
<th>Resource</th>
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## Links to Webinars

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<th>Resource</th>
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## Links to Case Studies and Master Classes

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

CharteBoardPartners

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
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
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
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
4  Act Strategically

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

<table>
<thead>
<tr>
<th>Must account for</th>
<th>The performance of</th>
</tr>
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<tbody>
<tr>
<td>Board</td>
<td>School Leader</td>
</tr>
<tr>
<td>School Leader</td>
<td>Teachers</td>
</tr>
<tr>
<td>Teacher</td>
<td>Students</td>
</tr>
</tbody>
</table>
Act Strategically

- Evidence?
- Strategies?
⑤ Raise and Use Resources Wisely
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

IRS
Department of the Treasury
Internal Revenue Service

OSSE
DC Office of the State Superintendent of Education

DC Public Charter School Board
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?
PURPOSE:
LIFT THE HOOD ON CSO GOVERNENCE 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
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 statue.

• 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

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

• Elisa Falco
• Waynica Staples
# Training Fees

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

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

- Orientation Program
- Advanced Board Training and Retreats
- Strategic Planning
- Leadership Hiring Process Coaching

What does the Alliance do?

Mission: To strengthen public education for South Carolina students by supporting and advocating for high quality public charter schools.

Policy Development and Advocacy

Technical Assistance and Support

New School Development

Resources and Strategic Partnerships

Professional Learning Community

Membership Networking
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 information

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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
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
Evaluate
Case Study Time
Helping Boards Strengthen Their Strategic Thinking: Annual Goal Setting Tips and Strategies

CharterBoardPartners

great boards for great schools
• Determine the strategic direction of the school
• Respect the balance between oversight and management
Know Where You’re Going
Adopt a Framework

Two- to Three-Year Strategic Vision

Annual School Goals

School Leader Goals
School Goals + PD

Board Goals
Advance School Goals + Sustain Org

School Performance Committee Tasks
Development Committee Tasks
Finance Committee Tasks
Governance Committee Tasks
Develop a Timeline

June: Approve goals and committee tasks at board's final meeting of the school year

May-June: Evaluate outcomes and improve process for coming year

July: Set benchmarks and design monitoring and reporting methodology or dashboards

August: If applicable, share your goals with your Board Coach or other stakeholders

September-April: Track progress toward goals

May-June: Evaluate outcomes and improve process for coming year
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?
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