Greater Capacity
CONSORTIUM

Georgia Charter Systems Governance Workshops for Local School Councils

November 4 or 5, 2010

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Greater Capacity …

Greater Capacity
CONSORTIUM

- a *for impact* organization [501(c)(3)]
- **dedicated to solving the growth challenges of youth-serving agencies (especially schools)**
- **a network of practitioners nationwide with clients in 25 states**

About me …

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- **30-yr. devotion to youth development field**
- **23 yrs. as senior mgr. of nonprofits / gov't.**
- **7 yrs. of service to charters & choice**
- **3 yrs. as exec. of NACSA (charter authorizers)**
- **specialize in governance training and school planning & evaluation**
- **applied futurist / *trendspotter***
- **facilitator**

Pre-Metric:
Charter System Governance

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Place the letter **"B"** on the scale where you would rate your level of knowledge **BEFORE** this workshop.

low   1 2 3 4 5 6 7 8 9 10   high

To achieve greatness …

- **Start where you are,**
- **use what you have,**
- **do what you can.**

— Arthur Ashe

- **Do what you can,**
- **with what you have,**
- **where you are.**

— Teddy Roosevelt

Groundrules ...

- **Professional peer support (share!)**
- **Bear/bare with one another**
- **If you've heard it before; hear it anew**
- **It's about "us/we" not "I/me"**
- **Only dumb question is one not asked**
- **Expansive thinking? - "parking lot"**
- **Future-Focused and Fun**
- **Take notes (to aid retention)**
  - I will share this slide presentation afterward.

Synthesis …

Subtract the obvious …

… Add the meaningful.

Source: John Maeda, *The Laws of Simplicity*, MIT Press, 2006

General Topics

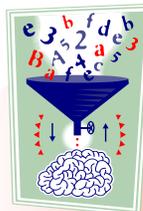Role of the Local School Councils

Sunshine (open meetings & public records)

Fiduciary Duties (conflict of interest, finance)
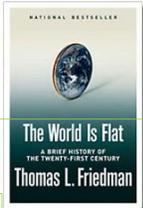
Effective Mtgs (dialogue, delegate, deliberate)

Socio-Economic Eras

1. **Agrarian**   ➢ **Food**

2. **Industrial**   ➢ **Machine**

3. **Information**   ➢ **Knowledge**

The World Is Flat
A BRIEF HISTORY OF THE TWENTY-FIRST CENTURY
Thomas L. Friedman

Globalization … *An Integrated World*

Presenter: Mark Cannon   © 2009; all rights reserved.   9
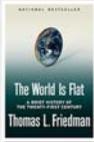

The Great Leveling …

"A Plug and Play World"

[Global Supply Chain]

Cheap, Ubiquitous Telecommunications
[Fiber Optics, Microprocessors, Internet, Work-Flow Software, Digital Storage]

Horizontal Collaboration

[Global Entrepreneurialism]

Zippies

The World Is Flat
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Thomas L. Friedman

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The Great Leveling …

Uploading
Global Impact as Individuals.

Fiber-Optic Cable, Internet, Work-Flow Software
Blown down walls that prevented collaboration.

No limit to how deeply we can dig into any subject.
Internet Search
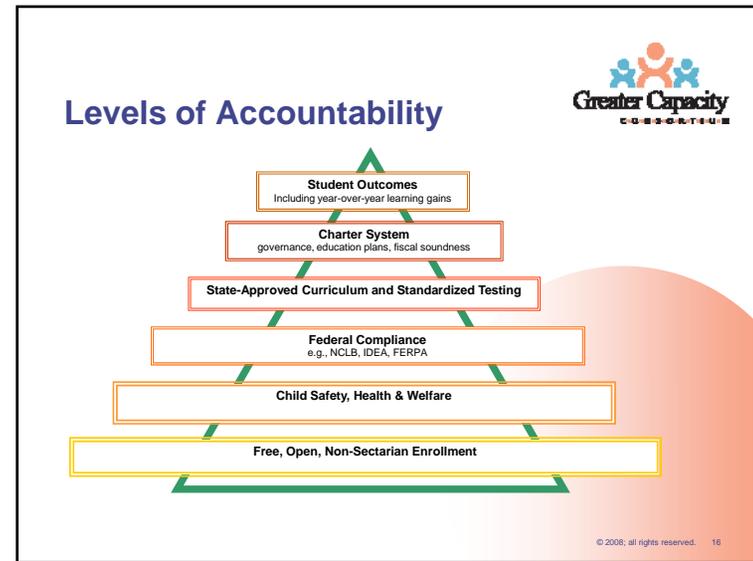
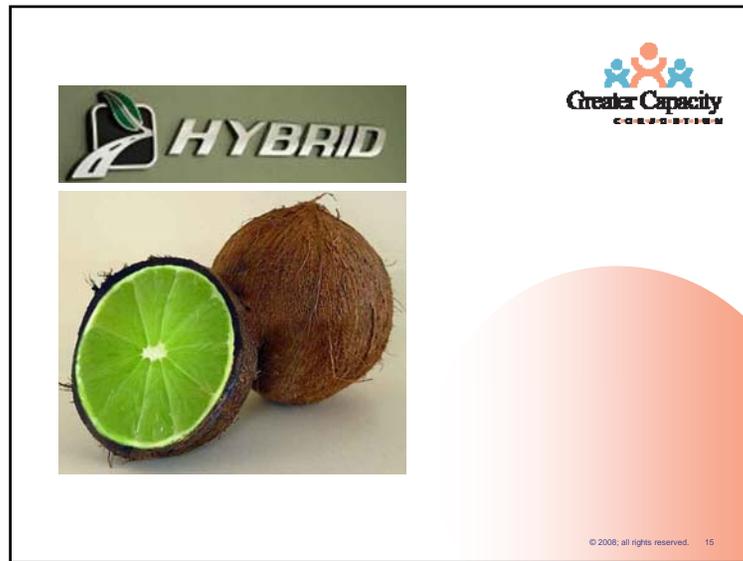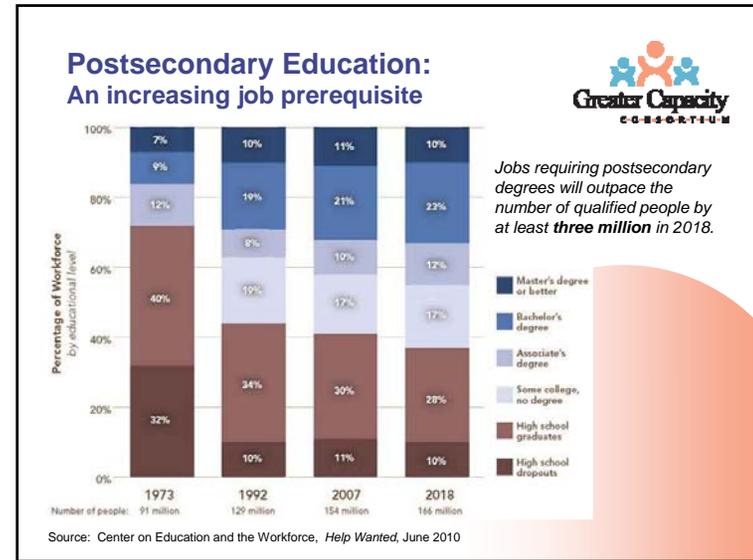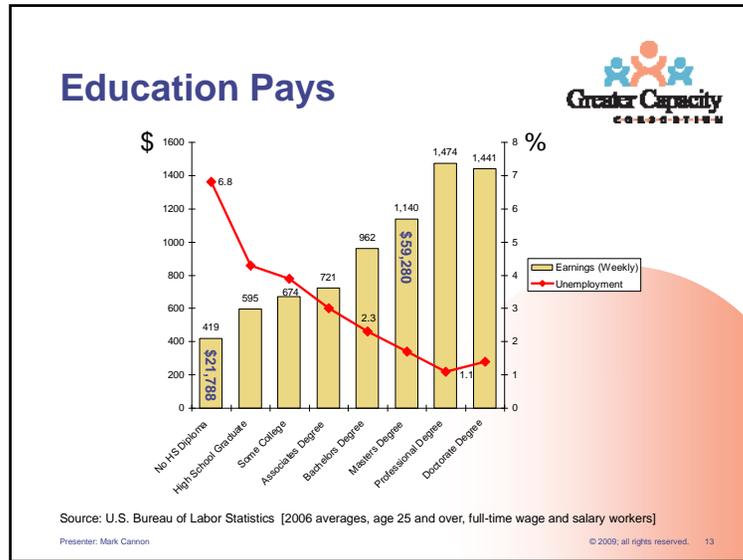Presenter: Mark Cannon   © 2009; all rights reserved.   11

Shifting Occupations

Fastest Growing

- Home Health Aides **+56%**
- Network Systems Analysts **+55%**
- Medical/Physician Assistants **+50%**
- Dental Hygienists **+43%**
- Computer Software Engineers **+43%**
- Database Administrators **+38%**
- Physical Therapists **+37%**
- Forensic Science Technicians **+36%**
- Veterinary Technologists **+35%**
- Preschool Teachers **+33%**
- Postsecondary Teachers **+32%**
- Hazardous Materials Workers **+31%**
- Employment Recruiters **+31%**
- Environmental Engineers **+30%**
- Paralegals **+30%**

Largest Declines

- Textile Workers **-56%**
- Meter Readers **-45%**
- Credit Authorizers/Checkers **-41%**
- Mail Clerks **-37%**
- Telephone Operators **-36%**
- Computer Operators **-33%**
- Photographic Machine Operators **-30%**
- Order Clerks **-22%**
- Extruding Machine Operators **-21%**
- Chemical Plant Operators **-18%**
- Machine Setters **-17%**
- Word Processors/Typists **-15%**
- Farmers/Ranchers **-15%**
- Couriers/Messengers **-9%**
- Door-to-Door Sales **-7%**

Source: U.S. Bureau of Labor Statistics, 2004

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Education Pays

Source: U.S. Bureau of Labor Statistics [2006 averages, age 25 and over, full-time wage and salary workers]

Presenter: Mark Cannon

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Postsecondary Education:
An increasing job prerequisite

*Jobs requiring postsecondary degrees will outpace the number of qualified people by at least **three million** in 2018.*

Source: Center on Education and the Workforce, *Help Wanted*, June 2010

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Levels of Accountability

Student Outcomes
Including year-over-year learning gains

Charter System
governance, education plans, fiscal soundness

State-Approved Curriculum and Standardized Testing

Federal Compliance
e.g., NCLB, IDEA, FERPA

Child Safety, Health & Welfare

Free, Open, Non-Sectarian Enrollment

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Compliance Management Checklist

A. **Curriculum**

B. **Instruction**

C. **Assessment**

D. **Personnel**

E. **Governance**

F. **Technology**

G. **Finances** (incl Insurance)

H. **Parent Involvement**

I. **'Child Welfare'**

J. **Special Ed/ELL**

Multiple Roles?

Who does what?
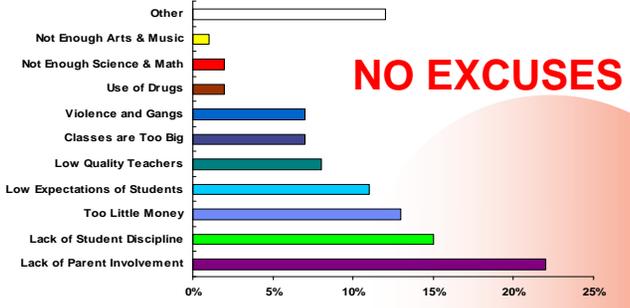
1. **Identify a "recorder" in your group**

Individually on your own …   *15 min*

2. **Go with your gut instinct – *quick!***

3. **Develop your own 26th example**

Together as a team …   *15 min*

4. **The recorder will tally responses.**

5. **Discuss the activities where there are differences in responses**

6. **Share 26th examples**

Collectively, all of us …   *15 min*

7. **Discuss insights gained**

8. **Recorder: ID top 3 "highly variable" situations**

Problems in Education

Nationally representative poll conducted by YouGov/Polimetrix for the *Economist*

NO EXCUSES

Team Governance …
"**no excuses**" mentality

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If it truly takes a village to raise a child ...

... don't allow yourself to be the village *idiot*.

BE PREPARED!

Quiz #1

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Which attribute best distinguishes a charter system from a traditional public school district?

A. **tuition-free**
B. **follows state curriculum guidelines**
C. **contract**
D. **open to all students**

Quiz #2

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A charter system has the following characteristics:

A. **community-governed**
B. **accountable for results**
C. **provides a public education**
D. **all of the above**

General Topics

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Role of the Local School Councils

Sunshine (open meetings & public records)

Fiduciary Duties (including conflict of interest)

Effective Mtgs (dialogue, delegate, deliberate)

Open & Public Meetings

"a **quorum** of the members of the governing body … at which any public matter, official business, or policy … is to be discussed or presented or at which official action is to be taken or …

in the case of a committee, recommendations on any public matter, official business, or policy to the governing body are to be formulated, presented, or discussed.

O.C.G.A. § 50-14-2

"Agency"

Every department, agency, board, bureau, commission, authority, or similar body of each such county, municipal corporation, or other political subdivision of the state.

Any nonprofit organization to which there is a direct allocation of tax funds which constitutes more than 33 1/3 % of the organization's funds from all sources.

Notice

- **Date, time and place of regular meetings**
- **Maintained in a conspicuous place at the regular meeting site**
- ***Special* meetings require 24 hrs notice**
- **Agenda of all matters expected to come before the body as far in advance as reasonably possible**
  - some time in 2-week period prior to the meeting

For Public Inspection …

- **A summary within 2 business days of adjournment.**
- **Minutes no later than immediately following the next regular meeting:**
  - names of the members present
  - a description of each motion/proposal, and
  - a record of all votes.
- **Visual & sound recordings permitted.**

Exemptions

Discussions of …

- **Future acquisitions of real estate**

- **Appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a public employee**
  - except votes shall be taken in public and minutes posted

- **Any records exempt from public inspection or disclosure pursuant to §50-18-72, or security plans pursuant to §15-16-10.**

Violations

Action is rendered non-binding.

Must be contested within 90 days of the alleged violation.

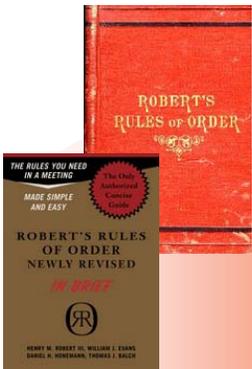**Misdemeanor punishable by a fine not to exceed $500.**

Suspicious? … Don't participate!

Parliamentary Procedure

- **Make & Amend Motions**
- **Refer to Committee**
- **Table an Action**
- **Set Time Limits**
- **Call the Question** (to Vote)

Chair entertains the motion

1. *"I move to ... "*

adopt	elect
allocate	expand
amend	hire
appoint	increase
approve	investigate
authorize	lend
borrow	procure
build	ratify
confirm	request
create	require
decrease	support
develop	suspend
divest	table
donate	terminate

2. *"I second the motion."*

3. *Chair: "Is there discussion on the motion to ...?"*

Well-Run Meetings

- **Ample notice (sunshine);**
- **Material prepared in advance;**
- **Preceded by committee action;**
- **Encourage community to share views;**
- **Time parameters for each item; and**
- **Structured (use of a template).**

Meeting Template - SAMPLE

- **call to order**
- **agenda: revisions and approval**
- **minutes**
- **spotlight**
- **public comment**
- **principal's report**
- **consent items (if any)**
- **action items**
- **chair's report**
- **future business/agenda setting**
- **adjournment**

Source: City Schools of Decatur

Consent Agenda

- **Items may include: minutes, committee reports, staff updates, compliance paperwork**
- **Non-controversial, routine, background info**
- **Circulate packet in advance**
- **Requires unanimous consent (w/o objection)**
- **If ONE person wants to discuss item, remove from consent and place on normal agenda**

Team Calendar - SAMPLE

Meeting	Jan	Feb	March	April	May	June
Board of Directors				4/2, 8:00 Approve budget		6/14, 8:00 Board & Officer Elections
Finance Committee		Review 2Q financials Begin work on budget with Exec.	Review draft budget.		Review 3Q financials; put out bid for auditor.	
Board Develop Committee	Host Mid-Year Bd Refresher training (half-day)		Interview current board; set expectations	Issue Call of Nominees	Screen new candidates; nominate slate of officers & board	
Resource Develop Committee	Plan Spring Festival	Secure Festival Sponsors	Implement Festival Publicity	Spring Festival 4/11-12		Issue letters of thanks to all contributors
School Functions	Rpt Cards	State Testing Weeks, 2/22-3/5	Spring Break, 3/26		Summer Break, begins 5/22	
Operations Deadlines	Issue W2s, etc		Enrollment Apps due, 3/16			

Quiz #3

Which is NOT a typical requirement of Operating in the Sunshine?

A. post notice of your meeting
B. **conduct meetings in daylight hours**
C. hold your meeting in a publicly accessible location
D. take minutes of the proceeding

Quiz #4

When would an item be appropriate for a consent agenda?

A. **It is routine, circulated in advance and no one objects to its inclusion as a consent item.**
B. It is controversial, distributed at the beginning of the meeting, but a majority of the board consent to its inclusion.
C. Under neither of the above situations.

Mid-Point Check

Used to think   Now I know

General Topics

Role of the Local School Councils

Sunshine (open meetings & public records)

Fiduciary Duties (including conflict of interest)

Effective Mtgs (dialogue, delegate, deliberate)

Independent Sector

- **More than 1.5 million nonprofit organizations in the U.S. (over 950,000 501(c)3's alone).**
- **Approx. 17 million nonprofit board positions.**
- **Nonprofit sector grows steadily each year at a rate of about 5 to 6 percent.**
- **Nonprofit employment encompasses 12.5 million workers—nearly 10 percent of total employment in the United States.**

Governance (support)

- **Strategic Direction** – reflects the school's core values and strategically aligns curriculum to community needs.
- **Resource Development** - sufficient, not only for sustainability, but for making critical program investments that will spur high student achievement.
- **Financial Accountability** - oversee the financial well-being of the school to ensure honest dealings, prudent budgeting, and cost-effective management of resources.
- **Leadership Development** - develop the human resources to capably lead the school to a bright future.

Management (evaluative)

while the school director takes the lead on ...

- **Operational Planning and Implementation -** taking the strategic direction to the next level of detail and putting it into action.
- **School Administration** - ensuring effective implementation of the educational program.
- **Legal Compliance** – overseeing compliance with laws, regulations and policies.

Your Fiduciary Duty ...

- **Care over operations**
  - transparent, fiscally-sound, effective use of funds
- **Loyalty to mission**
  - for the greater good; not for profit nor personal gain
- **Obedience to the law**
  - adherence to policies, service-oriented, minimizing UBIT, avoiding prohibited activities (*most* forms of lobbying & campaigning), conflicts disclosure, setting reasonable compensation

EBGPCS #2

Duty of Care ...

EXPECTATIONS
- **Attend all board meetings and come prepared.**
- **Exercise your independent judgment.**
- **Ensure the school operates in an open and transparent manner.**
- **Regularly review finances to ensure the school's fiscal soundness.**
- **Make effective use of taxpayer dollars.**
- **Prudence should prevail.**

Duty of Loyalty ...

EXPECTATIONS
- **Representing the whole community.**
- **For the greater good that the school serves.**
- **You must behave in a "disinterested" manner.**
- **Parents serving on charter school boards must be extra careful not to appear to be basing their decisions on their own childrens' well-being.**
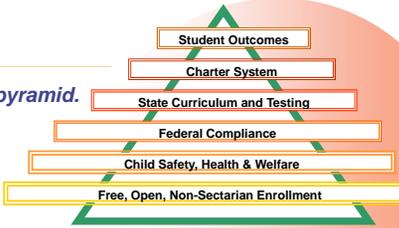
Duty of Obedience ...

EXPECTATIONS
- **Adherence to laws, regulations & policies.**
- **Avoiding prohibited or restricted activities.**
  - *no* campaigning
- **Conflicts disclosure.**

Refer back to Accountability pyramid.

Student Outcomes
Charter System
State Curriculum and Testing
Federal Compliance
Child Safety, Health & Welfare
Free, Open, Non-Sectarian Enrollment

Fiduciary Duty: ALL board members must be loyal to *mission*

it's not about…
- my child
- my job
- my ego
- my perks of office
- my career sector
- my future prospects

Acting not out of personal interest or the interests of others, but in our public and school interests.

Conflict of Interest
[applicable to board & staff]

- **direct or indirect financial interest** through **business, investment, or family/household**
- **duty of disclosure**
- **the conflicted member …**
  - can make a fact-based presentation on issue
  - must recuse self from discussion and vote
- **board should give weight to all reasonable alternatives not presenting a conflict**
- **document proceedings thoroughly**

Board officers & CEO are often held to a higher standard.

EBGPCS #2

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Your decision filter …

- **In the best interest**
  - act not in personal interest or the interests of others, but in the interest of the community.
- **Good faith**
  - honesty of intention, openness and fair dealing.
- **Prudence**
  - using practical judgment and common sense to reach sound and informed decisions.

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Quiz #5

Which situation does NOT present a conflict of interest requiring a board member to disclose his/her interest in the matter?

A. **spouse serves as a teacher for the school**

B. **sister is hired to manage the district's website**

C. **son attends a private school**

D. **a business partner helps secure land for a district school's expansion**

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Quiz #6

While nonprofits are prohibited from engaging in most forms of lobbying and campaigning; which of the following are permissible?

A. **voter registration drives**

B. **candidate forums to which you invite all people running for the same office**

C. **board and staff volunteering for candidates on their own time**

D. **all of the above**

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Quiz #7

Which duty is NOT regarded as a fiduciary duty under nonprofit law?

A. **duty of care**
B. **duty of rescue**
C. **duty of loyalty**
D. **duty of obedience**

General Topics

Role of the Local School Councils

Sunshine (open meetings & public records)

Fiduciary Duties (conflict of interest, finance)

Effective Mtgs (dialogue, delegate, deliberate)

Policy Board Characteristics

- **high level of trust & confidence in CEO**
- **resulting in few standing committees and meetings of the board**
- **board development is a high priority:**
  - help new members function effectively
  - recruitment as an ongoing process
  - seek experts with demonstrated commitment to the values and mission of the organization
- **enhance reputation in relevant communities**

Characteristics of Positive Team & Leader Relations

- **Mutual respect**
- **Intellectual flexibility**
- **Willingness to ask & answer tough Qs**
- **Clear understanding and respect for the boundaries between team & staff**
- **A constructive process for dealing with areas of "managerial" overlap.**
  - operations manual with parameters
  - a "no surprises" & "gotcha-free" environment

Team Composition
[who is missing from the table?]

"…an honest desire and commitment to contribute to the educational experience and learning of all the children of the respective school … and a need for:
- financial (accounting) or budgetary skills
- organizational and/or administrative skills
- interpersonal skills
- legal and/or school regulation skills
- educational experience and expertise
- communications and/or community involvement skills
- planning and strategic skills …"

Source: City Schools of Decatur

Strike a balance in terms of diversity, expertise … inclusive so that a culturally sensitive environment exists in every school

Personal Attributes

- **Unquestionable character;**
- **Passion for the mission;**
- **Respected citizen of the community;**
- **Tolerant of others' viewpoints;**
- **Team-centered; and**
- **Willing to take a stand, but accept (indeed, *embrace*) majority rule.**

Individual Team Member Expectations

- **Attend & actively participate at meetings.**
- **Serve on at least one committee.**
- **Financially contribute.** (100% goal)
- **Spearhead some effort where background & interests align.**
- **Become knowledgeable about the school, visit once a semester, and advocate!**
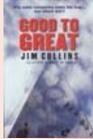
"Treasure, time and talent."

On Talent:

- *Get the RIGHT PEOPLE on the BUS.*
- *Get the WRONG PEOPLE off the BUS.*
- *Get the RIGHT PEOPLE*
  in the RIGHT SEATS.

Jim Collins, *Built to Last* and *Good to Great*

Bus Manifest:
Give these people a seat?

On Leadership:

Minus 21-L = Plus 21-L

"Leadership in the 21st century
B.C. was the same as it is in the
21st century A.D. "

Board Chair Responsibilities

- **Facilitates** consensus, being conscious of bringing varying perspectives into discussion.
- Engages in frequent interaction with the CEO to ensure a "**no surprises**" AND "**gotcha-free**" environment.
- **Runs a good meeting** – invests time in developing a solid agenda with the CEO and sticks to it; encourages participation from everyone, but manages time wisely.
- Takes an interest in colleague opinions; keeps cool and objective; remains **neutral** in heated debates. (If too passionate on an issue, surrenders chair for that portion.)
- Makes succession planning a priority from the first day; delegates tasks to build up the skills in others to one day lead the organization; makes a special effort to mentor new board members.
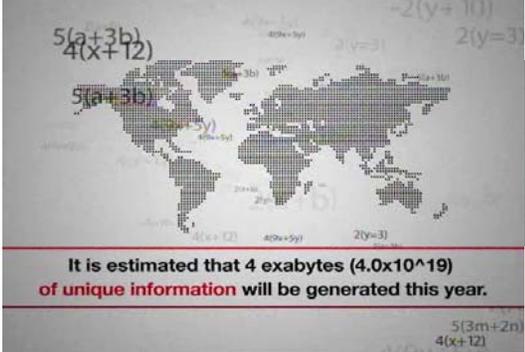
Intentions = Results

- **"Every organization is perfectly designed to get the results they are getting."**
  — Timothy Kight, *Personal Best*

- **"Trust equals speed, while distrust slows everything down."**
  — Stephen Covey, *The Speed of Trust*

- **"If it ain't broke …**
  ### *Break it!*

It is estimated that 4 exabytes (4.0×10^{19}) of unique information will be generated this year.

… more than in the previous 5,000 years

Dialogue, Delegate, Deliberate

- **Define & delegate, rather than react & ratify.**
- **Prepare background on issue (pro/con).**
- **Seek common understanding.**
- **Step out of your role as an individual.**

Stay focused on the What & Why, not How.

EBGPCS #3

Decision Path

1. **Is it our decision?**
2. **Frame the issue.** (What do we know?)
3. **Delegate task.**
4. **Gather facts.**
5. **Weigh alternatives.** (pro/con)
6. **Identify constraints on action.**
7. **Consider ethical implications.**
8. **Set best course of action w/ rationale.**
9. **Assign responsibility.** (for implementation)
10. **Report on progress/evaluate outcomes.**

> STEP Analysis
> social
> technological
> economic
> political

Oversight ...
What's your dashboard?

- enrollment targets
- assessment data (is it driving decisions?)
- staff changes

Exceptions Report:

- complaints
- issues of non-compliance

Data Examples

Kindergarten	28
First Grade	21
Second Grade	31
Third Grade	27
Fourth Grade	33
Fifth Grade	30
Sixth	29
Total Enrollment	199

(comparisons by mean scores)

SCHOOL	2007		2008		Variance	
	READING	MATH	READING	MATH	R	M
ICS	258	277	296	290	+38	+13
IMS	278	264	276	272	-2	+8
MMS	283	281	287	280	+4	-1
District Avg	307	308	309	312	+2	+4
State Avg	306	307	310	313	+4	+6

ALTITUDE:ATTITUDE

30,000'   WHY   *VISION*
piloting the vision - staying on course

14,000'   WHAT   *STRATEGY*
devising strategies for keeping the school at peak performance

33'   HOW   *EXECUTION*
deferring to management
(too easy to lose perspective at this close range)

© The Suddes Group

EBGPCS #4

Qs Team Should Be Asking and Answering

1. What is the school's mission? How is this mission made *real*—communicated and cultivated throughout all aspects of the school's culture?

2. What specific areas of student performance are priorities for improvement? What are the school's strategies for working toward that improvement?

3. How does your school ensure quality learning opportunities for all students, especially for students who are low-achieving? How are these communicated to staff?

4. How does you school assess state testing data and internally track and measure student achievement? How do you communicate results to parents?

5. What are the school's greatest strengths and most critical challenges? What steps are you taking to meet the challenges?

The difficult conversations ...
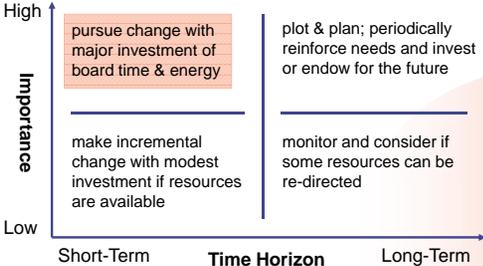
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- **What are your non-negotiables?**
- **How to instill 'mission' throughout the organization?**
- **How to preserve the best of the past while adapting to new realities?**
- **Is there a "safe space" for dissent; or informal feedback channels?**

Prioritization ...

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	Short-Term ← Time Horizon → Long-Term
High Importance	pursue change with major investment of board time & energy	plot & plan; periodically reinforce needs and invest or endow for the future
Low	make incremental change with modest investment if resources are available	monitor and consider if some resources can be re-directed

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Governance Modes

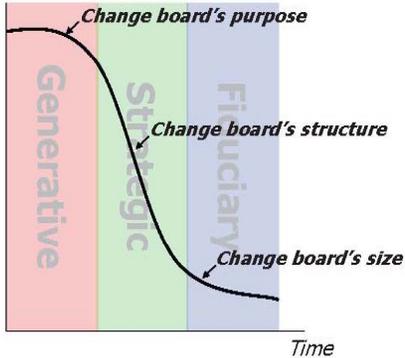**Greater Capacity** CONSORTIUM

1. **Fiduciary**
   - accountability, compliance, efficiency
2. **Strategic**
   - scan trends, set priorities, monitor outcomes
3. **Generative***
   - frame challenges, reconcile values & choices

Decide what to decide vs. decide what to do.

Generative Thinking

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Generative | Strategic | Fiduciary

Change board's purpose
Change board's structure
Change board's size

Time

The opportunity to influence generative work declines as issues are framed and converted into strategies, plans and actions.

Source: Richard Chait, Harvard University.

Tri-modal Work

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	Generative	Strategic	Fiduciary
Board's purpose	Source of leadership for organization	Strategic partnership w/ management	Stewardship of tangible assets
Chief role	Sense maker	Strategist	Steward
Core work	Find and frame challenges, reconcile values and choices	Scan environment, shape strategy, create comparative advantage	Set mission, oversee operations, deploy resources, ensure compliance
Conducive process	Inclusive conversations	Task forces, ad hoc work groups	Standing committees
Power base	Ideas, insights	Technical expertise	Legal authority

Source: Richard Chait, Harvard University

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Vision

Greater Capacity CONSORTIUM

"If you don't know where you're going, it doesn't matter which way you go."

Lewis Caroll via the Cheshire Cat
Alice in Wonderland

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By **2013,** a supercomputer will be built that exceeds the computational **capabilities of the human brain**

Predictions are that by **2049,** a **$1000 computer** will exceed the computational capabilities **of the entire human species**

The U.S. Department of Labor estimates that **today's learner will have 10-14 jobs...**

by the age of **38**

China will soon become the
NUMBER ONE
English speaking country in the world.

Did You Know …

http://www.youtube.com/watch?v=jpEnFwiqdx8

*Source: Karl Fisch
Arapahoe High School*

Seven Principles of Quality Chartering …

National Alliance for Public Charter Schools

- **Quality** is more important than quantity. Growth is not an end in itself.
- The primary aim of charter schools is to pursue **academic achievement for all students**. Non-academic goals are important but do not, by themselves, justify renewal.
- Charter schools must achieve at **high levels**; it is not enough to provide something marginally better than failing neighboring schools.
- Charter accountability must be both **internal and external**.
- **People matter**. There is no foolproof charter model. A high priority must be placed on evaluating and mentoring those who lead and teach in charter schools.
- Since charter schools are public schools, the students who attend them are entitled to the **same level of financial support** as students in other public schools.
- Every kind of organization that supports or represents charter schools should be a **force for quality**.

Source: National Alliance for Public Charter Schools, 2005

Quiz #8

Which is NOT a proper role of the local school council chair?

A. **Making sure all sides are represented in the discussion**

B. **Distributing a draft set of sample motions corresponding to agenda items by the start of the meeting**

C. **Assigning each topic an estimated span of time for discussion**

D. **None of the above; All are proper roles for the board chair.**

Quiz #9

The role of the team embodies which attributes?

A. **fiduciary stewards of the present**
B. **strategic planners for the future**
C. **ongoing shapers of the vision**
D. **all of the above**

Knowledge Transfer:
Charter System Governance

Place the letter "**A**" on the scale where you would rate your level of knowledge **AFTER** the workshop.

low   1   2   3   4   5   6   7   8   9   10   high

National Resources …

National Alliance for Public Charter Schools

www.publiccharters.org   and   uscharterschools.org

greatschools.net
The premier online guide to K-12 schools

www.boardsource.org

www.greatercapacity.org

Support Services …
www.greatercapacity.org/training.html

Effective Board Governance of Public Charter Schools
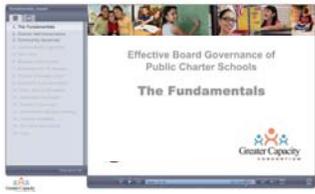
The Fundamentals

Virtual Modules
four-part series online
• **Fundamentals**
• **Non-profit Responsibilities**
• **Efficient Meeting Management**
• **Quality Board Leadership**

Workshops
Effective Board Governance
Board Self-Assessment
Strategic Thinking & Planning

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