Georgia Charter Systems Workshop on Local School Governance

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Greater Capacity ...

- 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 …

- 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

General Topics

- Overview
- Governance vs Management
- Role of Local Governance Teams
- Effective Development/Recruitment
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

Synthesis …
Subtract the obvious …
... Add the meaningful.


Socio-Economic Eras
1. Agrarian
   - Food
2. Industrial
   - Machine
3. Information
   - Knowledge

Globalization ... *An Integrated World*

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 Great Leveling …

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

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%


Education Pays


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
**The Basic Bargain**

Accountability

Autonomy

“We will lead the nation in improving student achievement.”

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**What are charter schools?**

- They are public schools of choice
- They are publically funded, but organized and governed by a private group of individuals, a private organization, or state and local public entities
- They are free from many of the regulations that govern traditional public schools
- They involve partnerships with local communities and businesses

“We will lead the nation in improving student achievement.”

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**What is a charter?**

A performance-based contract between a charter school board and its authorizer(s)

- It sets forth the agreement under which the charter school is governed
- Charter schools are held accountable by the state and local boards of education for upholding the stipulations in their charter

“We will lead the nation in improving student achievement.”
Types of charter schools

- Conversion Charter School
- Start-up Charter School
- LEA Sponsored Start-up Charter School
- State-Chartered Special School
- Commission Charter School
- Charter System

"We will lead the nation in improving student achievement."

Charter System

**Definition**
- A local school system that operates under the terms of a charter

**Facts & Features**
- Charter is a contract between the LEA and the SBOE
- System gains flexibility to innovate in exchange for increased academic accountability
- Emphasis on school-based leadership and decision making

**Relative Advantages**
- Increased school-level autonomy and accountability
- Additional per-pupil funding in QBE

"We will lead the nation in improving student achievement."

How can a Charter System benefit your community?

- Increase in school-level governance
- Possible financial savings through flexibility
- Increase academic standards for all schools
- Assist districts with turning around failing schools
- Increase parental involvement in local schools

"We will lead the nation in improving student achievement."

General Topics

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- Effective Development/Recruitment
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.

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
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

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.

Fiduciary Duty: ALL team 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.

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
Multiple Roles?

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)

Who does what?

The following chart summarizes the roles and responsibilities of the governing board:

School Board
- Assessing the effectiveness of the system's charter.
- Sharing information and innovations from each school.
- Exploring or system guidance areas.
- Providing oversight for the continuous improvement of the School Leadership Teams.
- Developing and implementing approved processes.
- Monitoring between School Leadership Teams and other entities.
- Discussing potential charter revisions.
- Providing oversight and recommendations to the Board in areas not subsumed by the School Leadership Teams, within scope and impact beyond the local school.
- Recommending personnel for submission to the Department of Education.
- Determining use of federal (other than personnel or budget) funds.
- Monitoring the continuous school improvement planning process through use plans with annual reviews and updates that indicate plans to focus student and teacher development.
- Revising assessment data and use it for decision-making purposes.
- Developing and implementing assessment and improvement reviews and measurements, such as IASC.
- Review and approve the implementation of any state waiver (within the School Leadership Team's purview) with the following impacts:

School Leadership Team
- Developing and implementing school improvement plans.
- Collecting, assessing, and school參與 models.
- Overall annual maintenance of buildings.

Who does what?

1. Consider the 25 scenarios.
   Individually on your own … 15 min
   - Go with your gut instinct – quick!
2. Develop your own 26th example
   Together … 30 min
3. The recorder will tally responses.
4. Discuss the activities where there are differences in responses.
5. Share 26th examples
   Reflecting on the exercise … 15 min
6. Discuss insights gained
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

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

Team Calendar - SAMPLE

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td></td>
<td></td>
<td></td>
<td>4/2, 8:00 Approve budget</td>
<td>6/14, 8:00 Board &amp; Officer meeting</td>
<td></td>
</tr>
<tr>
<td>Finance Committee</td>
<td></td>
<td></td>
<td>Review Q2 financials, begin work on budget with Exec.</td>
<td>Review draft budget</td>
<td>Review Q3 financials, plan audit, finalize budget</td>
<td></td>
</tr>
<tr>
<td>Board Develop Committee</td>
<td></td>
<td></td>
<td>Shorten Mtg, back half of meeting (Start late)</td>
<td>Shorten meeting, expand the meeting</td>
<td>Issue Call of Nominations</td>
<td>Screen new candidates, nominate slate of officers &amp; board</td>
</tr>
<tr>
<td>Resource Develop Committee</td>
<td></td>
<td></td>
<td>Planning, Festival Sponsorship</td>
<td>Implement Festival Publicity</td>
<td>Spring Festival 4/11-12</td>
<td>Issue letters of thanks to all contributors</td>
</tr>
<tr>
<td>School Functions</td>
<td></td>
<td></td>
<td>Report Cards, Spring Testing, Wed.</td>
<td>Spring Break, 5/28</td>
<td>Summer Break, 8/22</td>
<td></td>
</tr>
<tr>
<td>Operations Deadlines</td>
<td></td>
<td>Issue W2s, etc.</td>
<td>Enrollment began Jan, 1/14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.
General Topics

Overview
Governance vs Management
Role of Local Governance Teams
Effective Development/Recruitment

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

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.”

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**Bus Manifest:**

Give these people a seat?

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**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*

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**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."

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FBO: Georgia Charter System 2011 Petitioners
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!”

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 your 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?
Governance Modes

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

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

Tri-modal Work

Support Services …

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

for more info …
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