


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




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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

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General Topics

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



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To achieve greatness ...

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- 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.

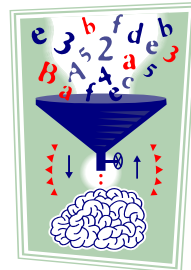
— Teddy Roosevelt

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Synthesis ...

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Subtract the obvious ...



... Add the meaningful.

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

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Socio-Economic Eras

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1. Agrarian > Food
2. Industrial > Machine
3. Information > Knowledge



Globalization ... An Integrated World

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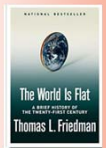
The Great Leveling ...

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“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



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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

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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

Education Level	Earnings (Weekly)	Unemployment (%)
No HS Diploma	419	6.8
High School Graduate	\$21,788	
Some College	595	
Associate Degree	674	
Bachelor's Degree	721	2.3
Master's Degree	962	
Professional Degree	\$59,280	
Doctorate Degree	1,474	1.1
	1,441	

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

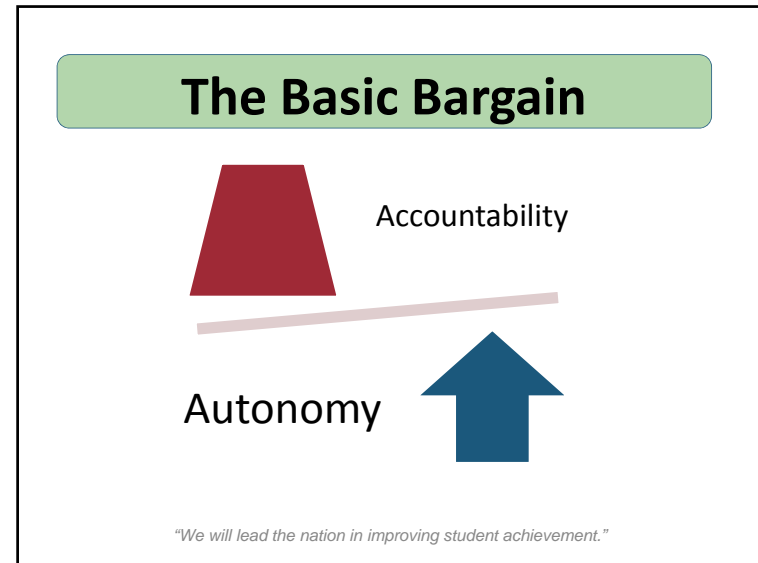
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Postsecondary Education: An increasing job prerequisite

Year	High school dropouts	High school graduates	Some college, no degree	Associate's degree	Bachelor's degree	Master's degree or better
1973	32%	40%	12%	9%	7%	
1992	10%	34%	19%	8%	19%	10%
2007	11%	30%	17%	10%	21%	11%
2018	10%	28%	17%	12%	23%	10%

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



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."

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

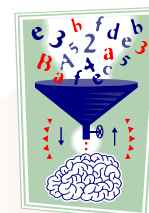
Increase parental involvement in local schools

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




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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.**


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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.

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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.


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Policy Board Characteristics

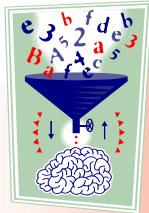
- **high level of trust & confidence in CEO**
- **resulting in few standing committees and meetings of the board**
- **board development is a high priority:**
 - help new members function effectively
 - recruitment as an ongoing process
 - seek experts with demonstrated commitment to the values and mission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

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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

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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.

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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.

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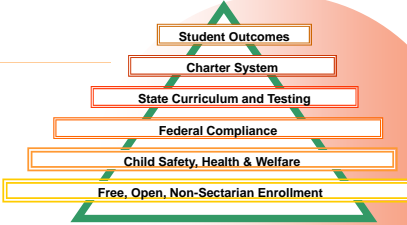


Duty of Obedience ...

EXPECTATIONS

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

Levels of Accountability



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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.

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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

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Multiple Roles?

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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**
(too easy to lose perspective at this close range)

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Who does what?

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

School Board	System Charter Leadership Team	School Leadership Teams
<ul style="list-style-type: none"> The Board will continue to make decisions in the following areas and have final jurisdiction over: <ul style="list-style-type: none"> Overall fiscal management (including but not limited to purchasing and contracting) Final development and approval of the annual system budget Fiscal expenditures beyond the school's allocations Legal oversight Fair/non-discriminatory personnel practices System Strategic Plan, including overall goals and objectives of the charter system Final approval regarding school improvement plans Calendar Curriculum, assessment, and school reform models Overall safety/maintenance of buildings School nutrition 	<ul style="list-style-type: none"> Assessing the effectiveness of the system charter; Sharing information and innovations from each school; Focusing on system goals and outcomes; Providing oversight for the systemic nature of the School Leadership Teams; Developing an Administrator appraisal process; Mediating between School Leadership Teams and other entities; Discussing possible charter revisions; and Provide oversight and recommendations to the Superintendent on issues submitted by the School Leadership Teams with a scope and impact beyond the local school. 	<ul style="list-style-type: none"> Recommend personnel for submission to the Superintendent for hire; Determine use of funding for school operations, other than personnel and benefits ; Develop, approve, and monitor the continuous school improvement planning process (three year plan with annual reviews and updates that includes plans to foster student and teacher development); Review assessment data and use it for decision-making purposes; Assist with school accreditation and improvement reviews and assessments, such as SACs; Review and approve the implementation of any state waiver (within the School Leadership Team's purview) with the following impacts to

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Who does what?

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

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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

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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

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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 Bid 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			


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Your decision filter ...

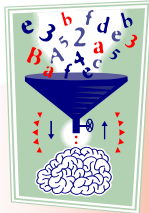
- **In the best interest**
 - act not in personal interest or the interests of others, but in the interest of the community.
- **Good faith**
 - honesty of intention, openness and fair dealing.
- **Prudence**
 - using practical judgment and common sense to reach sound and informed decisions.

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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

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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

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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.

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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."

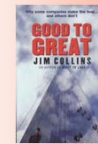
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On Talent:



- **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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Bus Manifest: Give these people a seat?



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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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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.

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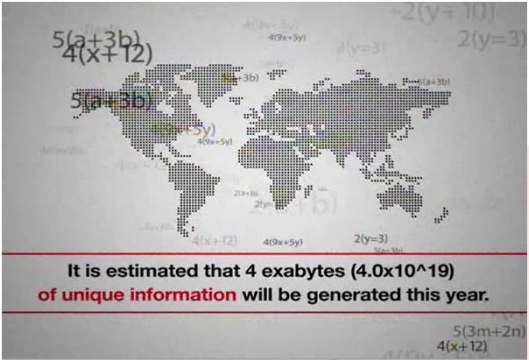


Intentions = Results

- “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!




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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

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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?

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Governance Modes




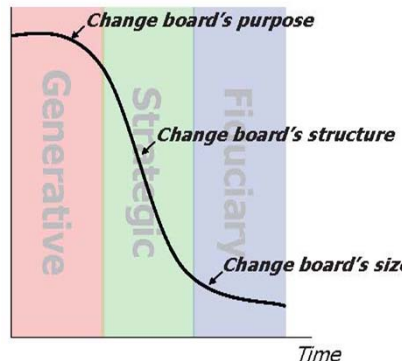
- 1. Fiduciary**
 - accountability, compliance, efficiency
- 2. Strategic**
 - scan trends, set priorities, monitor outcomes
- 3. Generative***
 - frame challenges, reconcile values & choices

**Decide what to decide vs. decide what to do.*

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Generative Thinking






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

Source: Richard Chait, Harvard University.

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Tri-modal Work



	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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Support Services ...

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four-part series online

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