

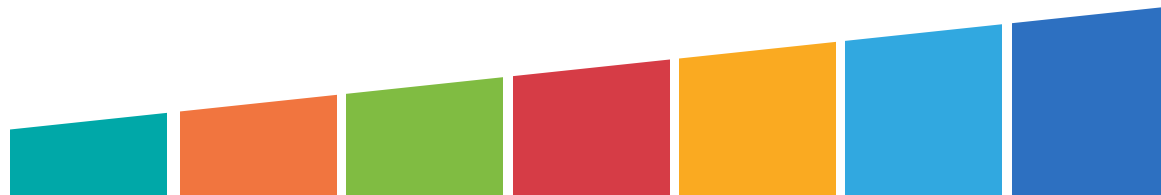


BoardOnTrack

Boards With Goals Achieve More: Harnessing the Power of Board Committees

CMU Charter Conference 2017

Presenter: Mike Mizzoni





A FEW NOTES BEFORE WE DIVE IN

- ▶ It's all about the kids
- ▶ If we expect high expectations for students, we expect high expectations for the adults
- ▶ The students in your charter school deserve nothing short of excellence
- ▶ Terminology:
 - We use the term “CEO” to denote the person at the very top of the org chart, who reports directly to the board



What We Are Going To Cover

- ▶ Why should we have committees?
- ▶ What committees do we need?
- ▶ Who should serve on the committees?
- ▶ What exactly should they be doing?
- ▶ How do committees relate to the work of the full board?



Our board committees are effective/not effective because.....



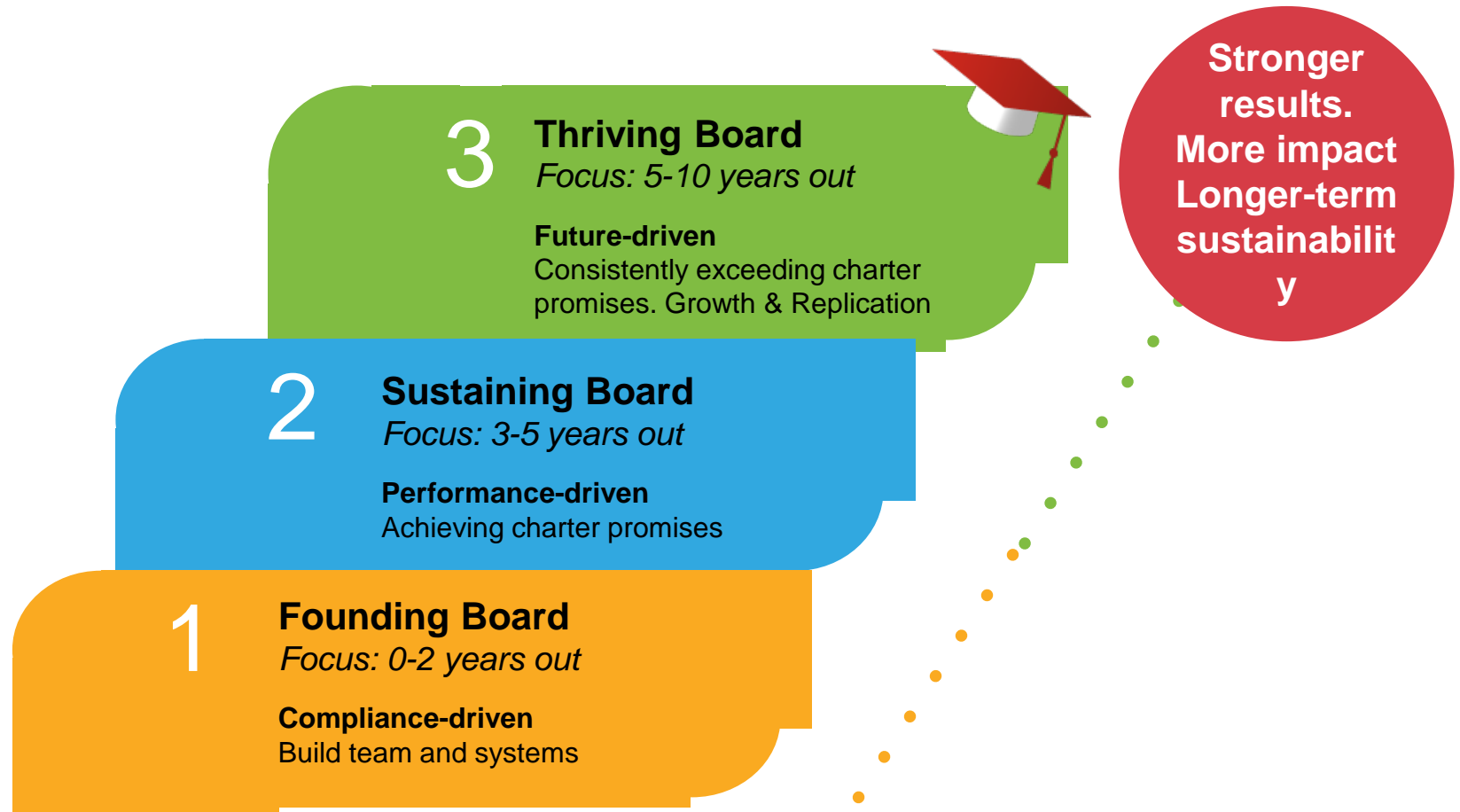


Why do we even need committees?



To Reach Excellence, Charter School Boards

Go Through a Natural Cycle of Development





Why Committees?

- ▶ Over time the board's work should shift from reactive to strategic
 - Active committees help you do this
- ▶ Allows experts to dive deeper into details of complex issues and allows for more air time than is possible at a regular meeting
- ▶ Frame the decision-making process for the full board to make better decisions



Why are most committees ineffective?

Why Can Committees Be Ineffective?

- ▶ Board has a misunderstanding about how to properly set up committees
- ▶ Composition is flawed
- ▶ Full-board rehashes the work of the committee, leading to exasperation
- ▶ Board members recruited without clear expectations of committee work
- ▶ Committees exist in name only



Unpacking Board Committees



How Many Committees?

- ▶ As few standing committees as possible
- ▶ What is a standing committee?
 - Standing committees are those spelled out in your bylaws
- ▶ Bylaws should only contain the committees you think you could never live without
- ▶ Everything else should be an ad-hoc committee or a taskforce



Which Standing Committees?

Most charter school boards can't live without:

- ▶ Finance
- ▶ Governance
- ▶ Academic Excellence
- ▶ Development (Fundraising)
- ▶ CEO Support & Evaluation



Finance Committee

Key Tasks

- ▶ Working with CEO to develop and monitor the organization's financial health
- ▶ Training the full board to conduct proper oversight of the financial health of the organization

Common Misconceptions

- ▶ Totally on the hook for all financial oversight
- ▶ Board can delegate their financial oversight responsibility because they have a great finance committee



Governance Committee

Key Tasks

- ▶ Finding, recruiting, nominating, orienting trustees
- ▶ Succession planning for officers and board members
- ▶ Health of the board – board education, annual evaluation, retreats, etc.

Common Misconceptions

- ▶ This committee writes all the “policies”
- ▶ This committee is in charge of CEO Evaluation
- ▶ This committee’s only job is to deal with “nominating” functions



Development Committee

Key Tasks

- ▶ Working with CEO to develop a realistic fundraising plan
- ▶ Assisting fellow trustees with completing essential board-level fundraising tasks

Common Misconceptions

- ▶ Is on the hook for all of the organization's fundraising.
- ▶ Can accomplish significant fundraising without staff support.

CEO Support & Evaluation Committee

Key Tasks

- ▶ Working with CEO to develop a process for giving and receiving feedback throughout the year
- ▶ Working with CEO to develop a process and tool for completing an end of year leader evaluation

Common Misconceptions

- ▶ This is a once a year event.
- ▶ Their role in helping board speak with one voice.
- ▶ The full board doesn't participate in CEO Support & Evaluation.



Academic Excellence Committee

Key Tasks

- ▶ Working with CEO to develop a plan to monitor academic results
- ▶ Training the full board to conduct proper oversight of the academic program

Common Misconceptions

- ▶ This committee should be made up entirely of educators.
- ▶ This committee determines the means to get to the results.

Special Attention:



Academic Excellence Committee

- ▶ Most important committee; hardest one to get right
- ▶ Think about it functioning like a finance committee:
 - ▶ CEO brings draft budget to Finance Committee
 - ▶ Finance Committee and CEO go back and forth to refine
 - ▶ Bring bigger strategic questions forward for full board deliberation while preparing the budget
 - ▶ Final draft brought forward for full board discussion, buy-in and final vote to approve for the year
 - ▶ Throughout the year committee monitors budgets to actuals
- ▶ Academic Excellence Committee does the same thing but it is academic “budget to actuals” rather than financial.



Committee Job Descriptions

- ▶ You should have written job descriptions for each committee
- ▶ They should be reviewed and suggested tweaks submitted by the committee and/or governance committee annually
- ▶ Full board should reaffirm or adjust annually with a formal vote

www.BoardOnTrack.com

Free Resources



COMMITTEE SIZE

TIPS

- ▶ Minimum of 3 people on a committee
- ▶ Trustees only serve on one committee – serving on more than one committee leads to burnout

What if our board is too small for all these committees?

- Non board members on committees—way to develop a farm team for the board



COMMITTEE COMPOSITION

TIPS

- ▶ Always chaired by a board member
- ▶ Non board members on committees—way to develop a farm team for the board
- ▶ Add members because they bring a concrete skill you need
- ▶ Every committee should be staffed and supported by a member of the senior leadership of the school



STAKEHOLDERS ON COMMITTEES??

- ▶ Key to effective governance is a level of objectivity
- ▶ Hearing from stakeholders is a management function: Parents, Teachers and Students
- ▶ Board committees exist to do important governance related work, not to help fulfill management functions



Roles & Responsibilities

- Job Description for the Full Board
- Individual Performance Expectations
- Board Member Agreement

See samples

www.BoardOnTrack.com

Free Resources



Keys to Effective Committee Work



Tip #1: Full Board vs. Committee Work

- ▶ Create a chart that is updated annually to spell out full board work vs. committee work
- ▶ Align meeting calendar to key decisions and committee deadlines
- ▶ Pre-load monthly agendas with strategic items
- ▶ Honor the work of your committees by including them on your board meeting agenda



Tip #1 Example A: Clarify Full Board vs. Committee Work

Board's Role	Finance Committee's Role	Charter School Administrator's Role
Approves a budget that reflects the charter school's goals and board policies	Revises budget as needed and makes recommendations.	Prepares the budget and presents it to the Finance Committee or full board with backup information.
Approves the format and frequency of financial and programmatic reports.	Recommends format for financial and programmatic summary reports for board approval.	Makes recommendations for financial and programmatic reports to the board; assures reports include information required by charter contract.
Reviews monthly or quarterly financial statements.	Reviews monthly financial statements with charter school administrator, school business manager, and/or CPA.	Monitors income and expenses on a daily basis. Prepares financial and educational program reports that can be compared to the charter school contract, budget and projected activities.

BoardOnTrack Members you will find a more complete sample of in the resources section when you log in to your BoardOnTrack account.

Tip #2: Set Annual Committee Timeline

- ▶ Develop annual committee goals with:
 - due dates
 - responsible party, and
 - deliverables
- ▶ Have goals approved by the full board
- ▶ Monitor progress towards goals at every board meeting using a dashboard
- ▶ Use full board meeting time to talk about the future, not report on things that have already occurred
- ▶ Require board members to read committee reports in advance of the board meeting



Tip #2 Example: Key Organizational Decisions Chart

Target Area	Key Decisions to be Made	Answered By What Date?	Board Role in Decision-Making	Committee Role in Decision-Making	CEO Role in Decision Making	Documentation CEO/Committee will Present to Committee/Board
Academic Excellence	Are we ready to expand into a high school?	January 1	Ultimate decision made by board; requires board vote	Taskforce will develop position paper	Partner with taskforce to develop list of key strategic questions and a process to answer them	Draft position paper by October 1; Final position paper by November 1
Finance	How much of a surplus should/can we maintain?	August 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Partner with task force to develop recommendation	Draft position paper by July 1
Personnel	Should we revise the bonus structure for faculty and staff?	April 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Make a recommendation to committee and partner with committee to develop recommendation for the board	Draft position paper by February 1; Final position paper by March 1

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Tip #3: Create and Monitor Annual Board Goals

- ▶ Make it crystal clear what the board (through its committees) is going to do to add value to the org. this year
- ▶ Have a system to hold people accountable to deliver on agreed upon goals and tasks
- ▶ Develop a dashboard for committees to use to manage their work
- ▶ Fire up committee dashboards at board meetings to monitor progress



Tip #2 Example A: Dashboard to Monitor Annual Objectives








OBJECTIVES KEY RESULTS TASKS LIBRARY

FILTER OBJECTIVES
Not Completed ADD OBJECTIVE

Ensure Fundraising Meets the Financial Goals		0/3 Key Results Completed	Due: May 2017
Build board capacity to support our evolution from a founding to sustaining organization.		2/4 Key Results Completed	Due: June 2017
Continue to improve the compensation package we can offer our incredible faculty members		0/5 Key Results Completed	Due: June 2017
Define CEO Expectations and Measures of Performance		2/6 Key Results Completed	Due: October 2017
All students accepted into competitive 4-year colleges		1/9 Key Results Completed	Due: June 2018



Tip #2 Example B: Dashboard to Manage Committee Work

OBJECTIVES	KEY RESULTS	TASKS	LIBRARY
GOVERNANCE 			
<input type="checkbox"/>	Develop a Board Recruitment & Succession Plan		
	<i>Governance</i>	Due: November 20, 2016	Overdue
<input type="checkbox"/>	Add 4 trustees by May 1st with financial, fundraising and human resources expertise		
	<i>Governance</i>	Due: May 1, 2017	
<input type="checkbox"/>	Approval of BoardOnTrack CEO Evaluation Process		
	<i>CEO Support And Eval</i>	Due: September 15, 2017	



Need Samples of Committee Goals?

Free Charter School Board E-Book

www.BoardOnTrack.com



Board Composition



What's the Right Size for Our Board?

(Bigger than you think)

- ▶ At least 5 committees: Governance, Finance, Development, Academic Excellence, CEO Support & Evaluation
- ▶ Probably need some other taskforces: Personnel, Facilities, etc.
- ▶ Minimum of 3 people on a committee
- ▶ Trustees only serve on one committee – serving on more than one committee leads to burnout

11-15 is the optimal number

Or maybe you can convince me 9 -11?



Prioritized Skills

- ▶ Finance
- ▶ Facilities—acquisition, build out, financing
- ▶ Legal
- ▶ HR, Personnel
- ▶ Fundraising
- ▶ Marketing or PR
- ▶ Education – but not too narrow a focus
- ▶ Previous governance experience



Start with Balanced Skill Sets but Don't Stop There

Board Member Qualities	Diversity Considerations
<ul style="list-style-type: none">➤ Entrepreneurial➤ Sense of humor➤ Passion for the mission➤ TIME➤ Group process	<ul style="list-style-type: none">➤ Ethnicity➤ Gender➤ Age➤ Geography➤ Religion➤ Socio-economic





Role of Stakeholders on the Board

CAUTION!!!!!!

**Key to effective governance
is a level of objectivity**



Proceed with Caution!

Role of Stakeholders on the Board

- Parents
- Teachers
- Students



Questions?

You will find lots of free resources at:

www.BoardOnTrack.com