

Future Success: The Importance and Process of Board Succession Planning

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The Governor John Engler Center for Charter Schools | Central Michigan University

CASE STUDY

- What is the **most important issue** in this case?
- What do you think **should be done** first to address the issue?
- What could have been **done differently** to avoid the situation entirely?

WHO IS HERE TODAY?

- Authorizers (sponsors)
- Operators (Education Service Providers, Education Management Organizations)
- Board members
- Support organizations

GOALS

- **Discuss** how to build boards through identifying and developing effective candidates
- **Disseminate** best practices to enhance board activities and make boards more effective
- **Share** resources to utilize in achieving effective governance

WHAT IS THE ROLE OF THE BOARD?

- *Ten Basic Responsibilities of Nonprofit Boards*

Board Source – Richard T. Ingram

- *Charter School Board University: An Introduction to Effective Charter School Governance*

National Charter Schools Institute – Brian Carpenter

- *Trustee Handbook: A Guide to Effective Governance for Independent School Boards*

National Association of Independent Schools – Mary Hundley DeKuyper

- *Board Essentials*

The Governor John Engler Center for Charter Schools at Central Michigan University

WHAT IS THE ROLE OF THE BOARD?

1. Know and support the mission and founding documents
2. Ensure effective planning
3. Create accountability
4. Ensure fiscal resources and provide oversight to resources
5. Board building
6. Effective communication and ambassadorship

WHAT IS THE ROLE OF THE BOARD?

ACHIEVE GREATNESS

HOW DOES THE BOARD ACHIEVE GREATNESS?

JIM COLLINS – GOOD TO GREAT

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time.” - Jim Collins

“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.” - Jim Collins

GOOD TO GREAT FRAMEWORK

DISCIPLINED PEOPLE

- First Who... Then What
 - Those who build great organizations make sure they
 - have the right people on the bus
 - have the wrong people off the bus
 - have the right people in the key seats
 - then figure out where to drive the bus
- Level 5 Leadership
 - Level 5 leaders are ambitious first and foremost for the cause, the organization, the work – not themselves.
 - Displays a paradoxical blend of personal humility and professional will.

WHAT IS THE ROLE OF THE BOARD?

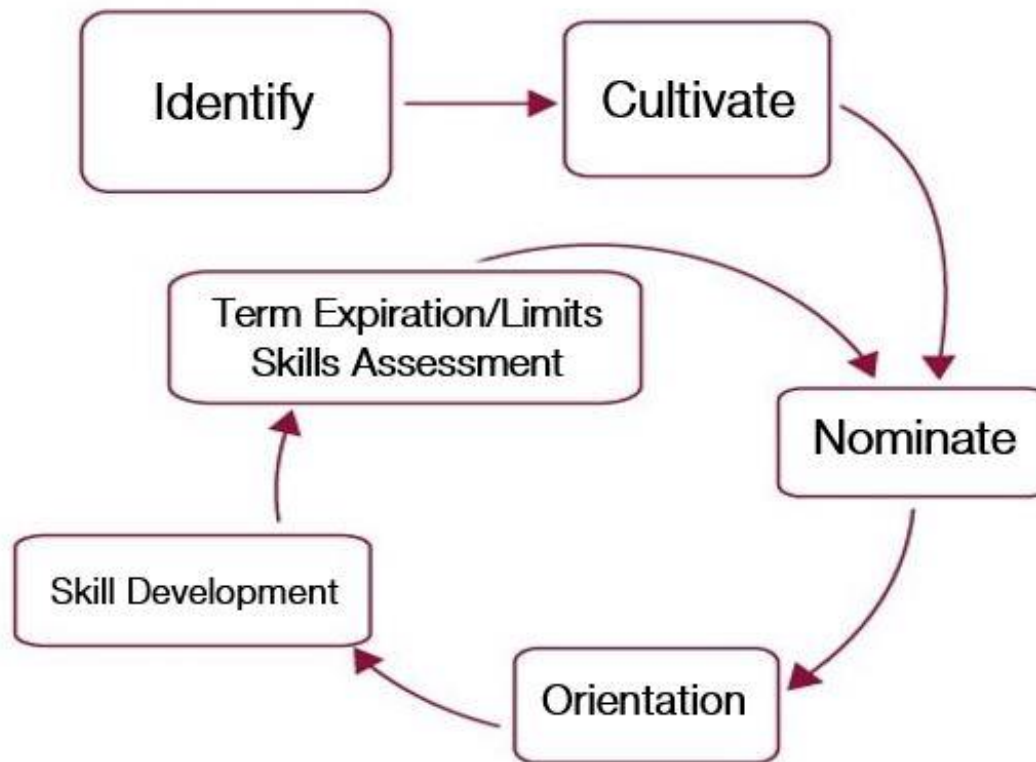
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WHAT IS THE ROLE OF THE BOARD?

ACHIEVE GREATNESS

STRATEGIES TO CULTIVATE GOOD GOVERNANCE

BOARD BUILDING

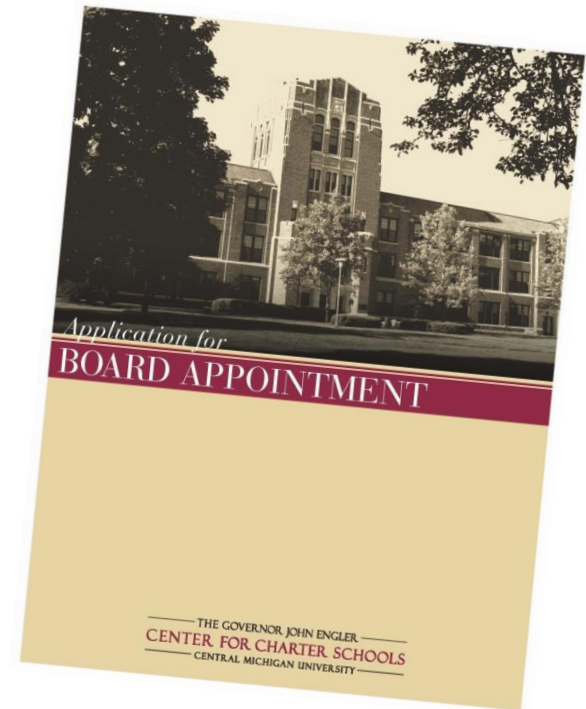


CASE STUDY

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IDENTIFY

- It's important to know who you are and what skill sets you have on the board.
- What skills are you looking for?
- Where do you go to identify a good candidate?

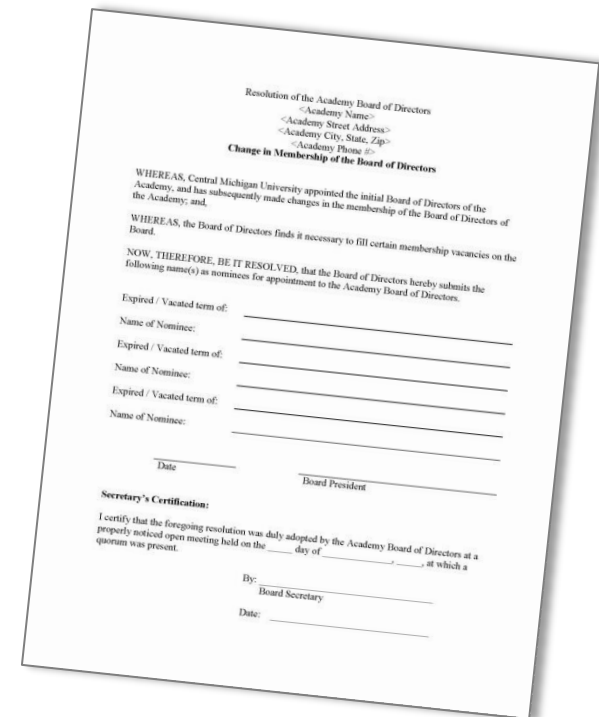


CULTIVATION

- Build relationships
- Can be the work of a committee
- Should include a menu of options for involvement
- Develop board member information sheet

NOMINATE

- Formal and transparent process
- Ensure overall consensus
- Board self-evaluation



Resolution of the Academy Board of Directors
<Academy Name>
<Academy Street Address>
<Academy City, State, Zip>
<Academy Phone #>

Change in Membership of the Board of Directors

WHEREAS, Central Michigan University appointed the initial Board of Directors of the Academy, and has subsequently made changes in the membership of the Board of Directors of the Academy; and,

WHEREAS, the Board of Directors finds it necessary to fill certain membership vacancies on the Board,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby submits the following name(s) as nominees for appointment to the Academy Board of Directors.

Expired / Vacated term of: _____
Name of Nominee: _____

Expired / Vacated term of: _____
Name of Nominee: _____

Expired / Vacated term of: _____
Name of Nominee: _____

Date: _____
Board President

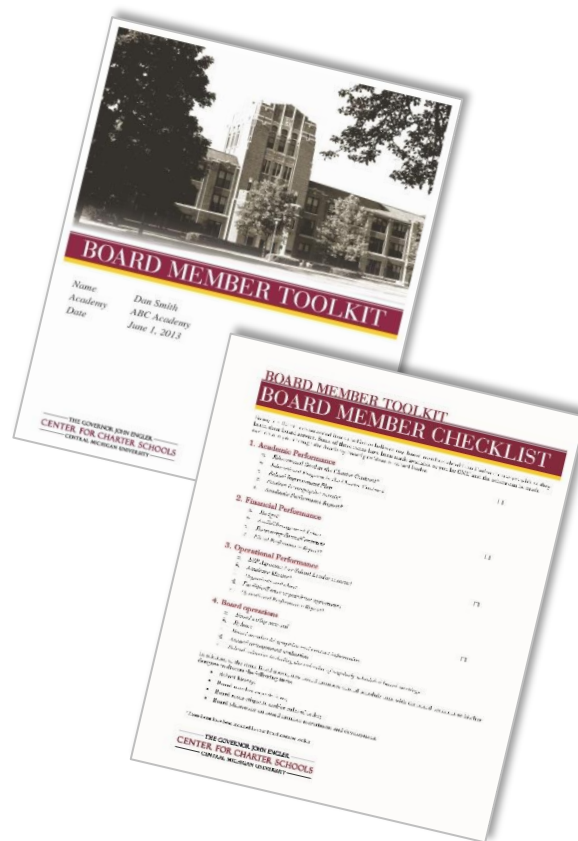
Secretary's Certification:
I certify that the foregoing resolution was duly adopted by the Academy Board of Directors at a properly noticed open meeting held on the ____ day of _____, at which a quorum was present.

By: _____
Board Secretary

Date: _____

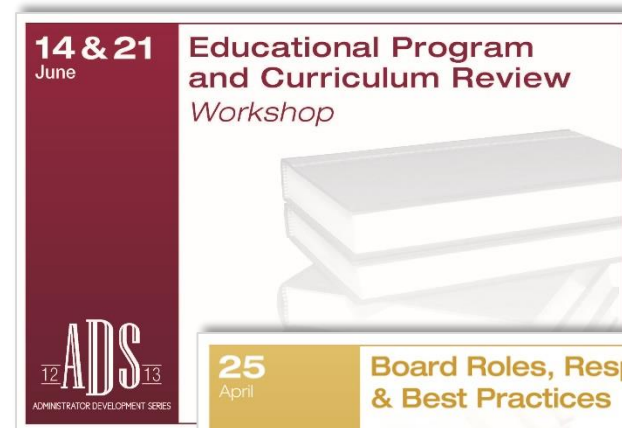
ORIENTATION

- Develop a process
- How do you organize the process?
- Who should be included in the process?
- Not an overnight process



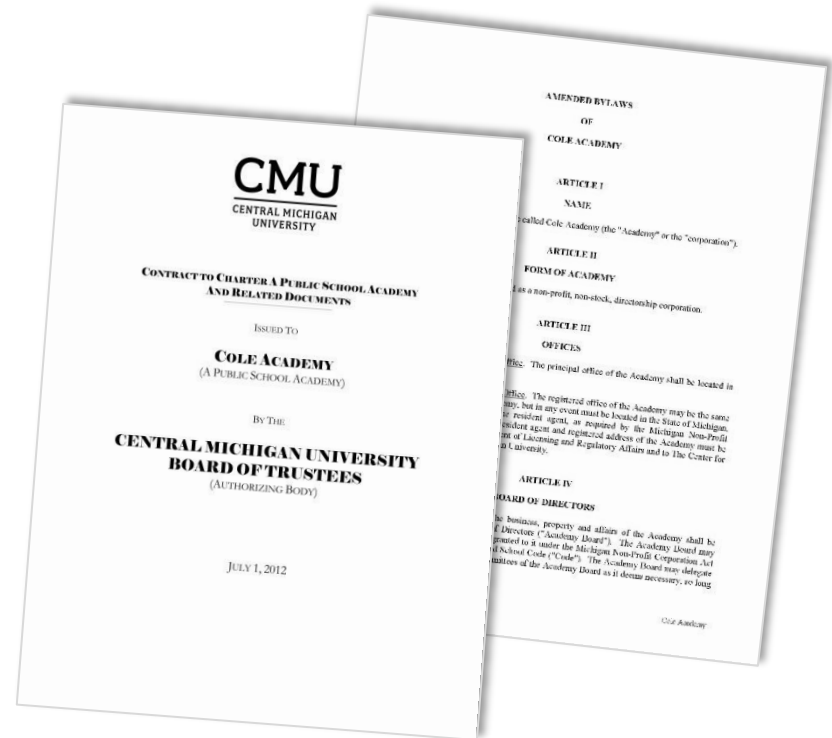
SKILL DEVELOPMENT

- Why do we need skill development?
- Who can help us with skill development?
- What should skill development look like?

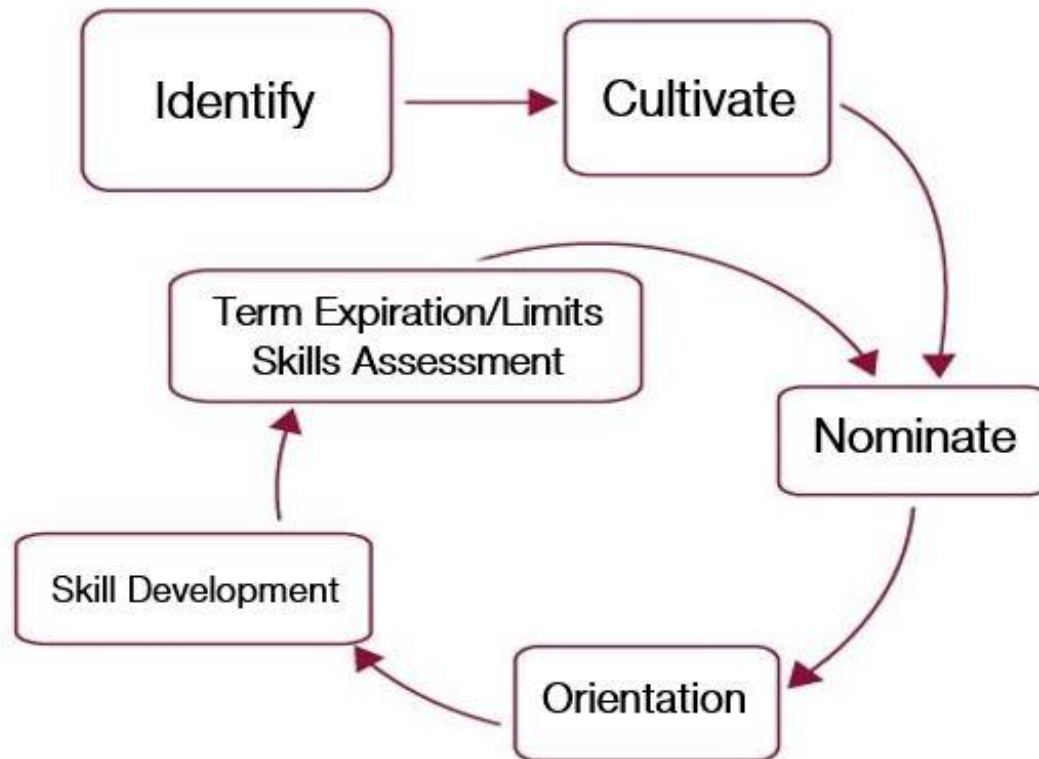


TIPS FOR BOARD SUCCESSION

- Understand your bylaws
- Have a record of term expiration
- Utilize a board member self-assessment
- Schedule strategic planning



STRATEGIES TO CULTIVATE GOOD GOVERNANCE



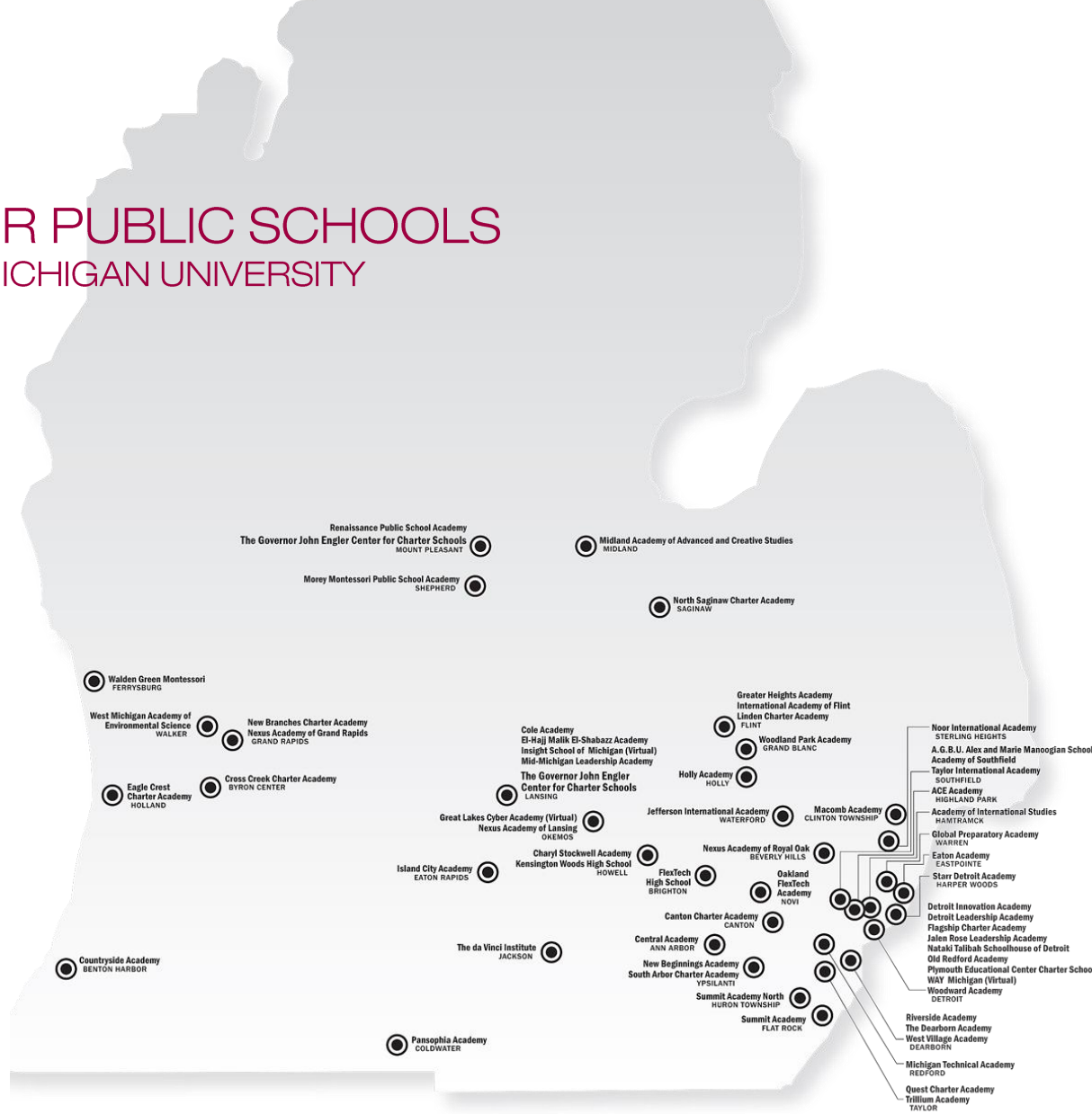
BEST PRACTICES

- Board meeting packets
- Meeting and agenda development
- Evaluations
- Conflict of interests policy/program
- Staggered terms
- Board member role descriptions
- Others?

RESOURCES

- The Governor John Engler Center for Charter Schools. *Board Essentials*.
- DeKuyper, Mary Hundley. *Trustee Handbook: A Guide to Effective Governance for Independent Schools Boards*. National Association of Independent Schools
- BoardSource. *The Source 12: Twelve Principles of Governance That Power Exceptional Boards*. Board Source.
- Ingram, Richard T. *Ten Basic Responsibilities of Nonprofit Boards*. Board Source.
- Carver, John. *Board That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*.
- Lakey, Berit M. *The Board Building Cycle: Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members*. BoardSource.
- Carpenter, Brian L. *Charter School Board University: An Introduction to Effective Charter School Governance*. National Charter Schools Institute.
- Cornell Feist, Marci. *Board Meetings: A Guide for Charter Schools*. The High Bar.

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