Future Success: The Importance and Process of Board Succession Planning

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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.
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WHAT IS THE ROLE OF THE BOARD?

ACHIEVE GREATNESS
STRATEGIES TO CULTIVATE GOOD GOVERNANCE

BOARD BUILDING

Diagram:
- Identify
- Cultivate
- Term Expiration/Limits
  - Skills Assessment
- Nominate
- Skill Development
- Orientation
CASE STUDY

- What is the **most important issue** in this case?
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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
 Formal and transparent process
 Ensure overall consensus
 Board self-evaluation
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

- Identify
- Cultivate
  - Term Expiration/Limits
  - Skills Assessment
- Nominate
  - Orientation
  - Skill Development
BEST PRACTICES

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

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