

Foundations of Good Governance

National Charter Schools Conference | July 2, 2019

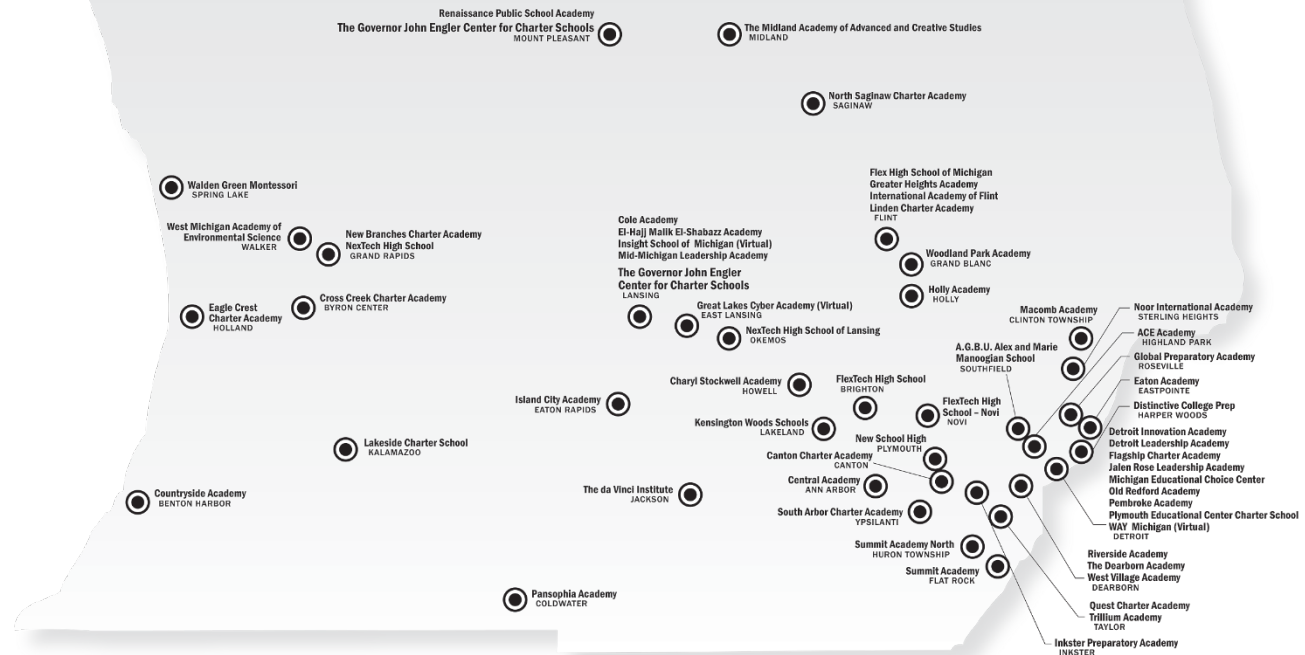
Orlando Castellon

Director of Board Governance

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

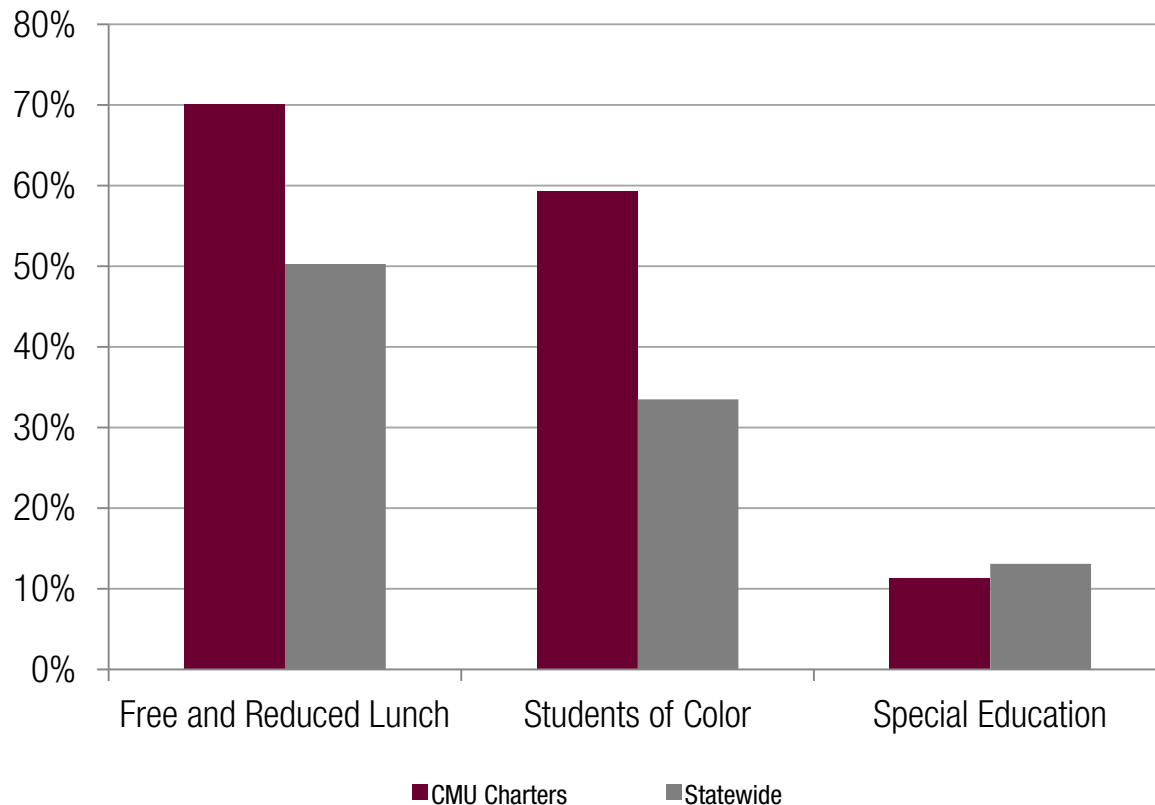
2018-2019 CHARTER PUBLIC SCHOOLS

AUTHORIZED BY CENTRAL MICHIGAN UNIVERSITY



OUR SCHOOLS: BY THE NUMBERS

CMU Charter Students Compared to Statewide Average



46

Number Elementary Schools

47

Number of Middle Schools

28

Number of High Schools

SESSION OUTCOMES

- Share strategies to cultivate good board candidates.
- Review best practices in orientation.
- Discuss structure for board meetings.

WHO IS HERE TODAY?

- Authorizers (sponsors)
- Operators (ESPs, EMOs)
- Support organizations
- Board members

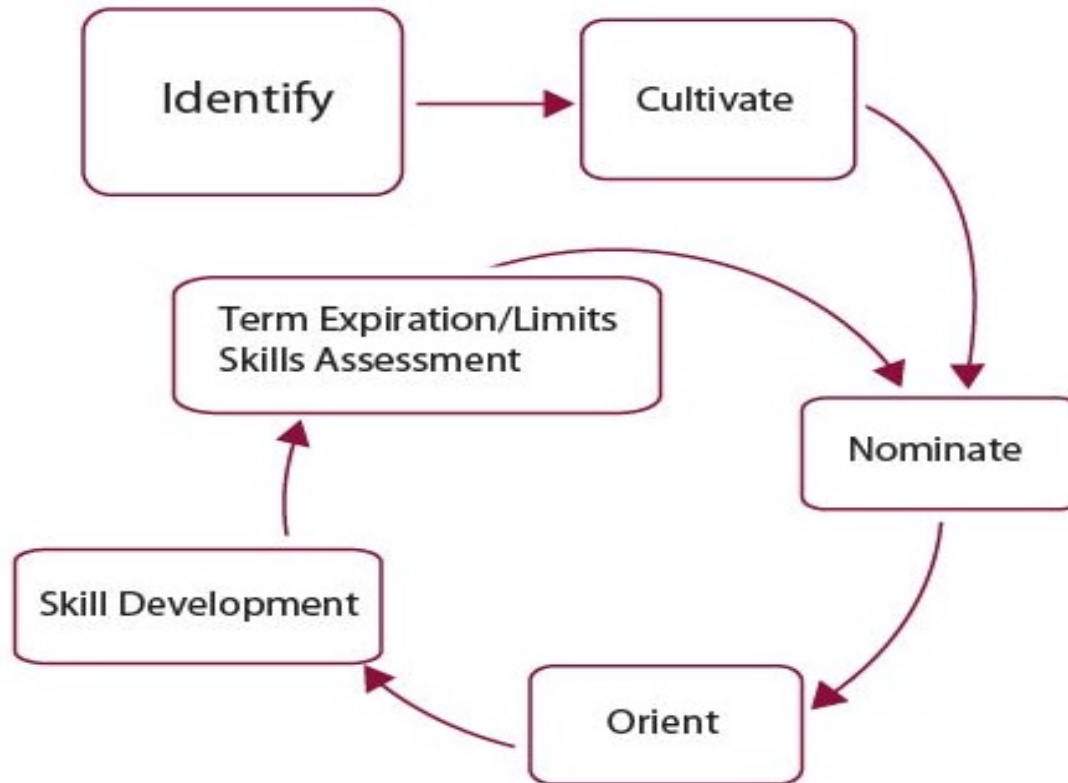
Case Study

What are some of the issues identified?

CASE STUDY

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

STRATEGIES TO CULTIVATE GOOD BOARD CANDIDATES



IDENTIFY

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

CULTIVATION

- Cultivation = building relationships
- Can be the work of a committee.
- Should include a menu of options of involvement.
- Develop board member info sheet.

NOMINATE

- Formal 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: _____

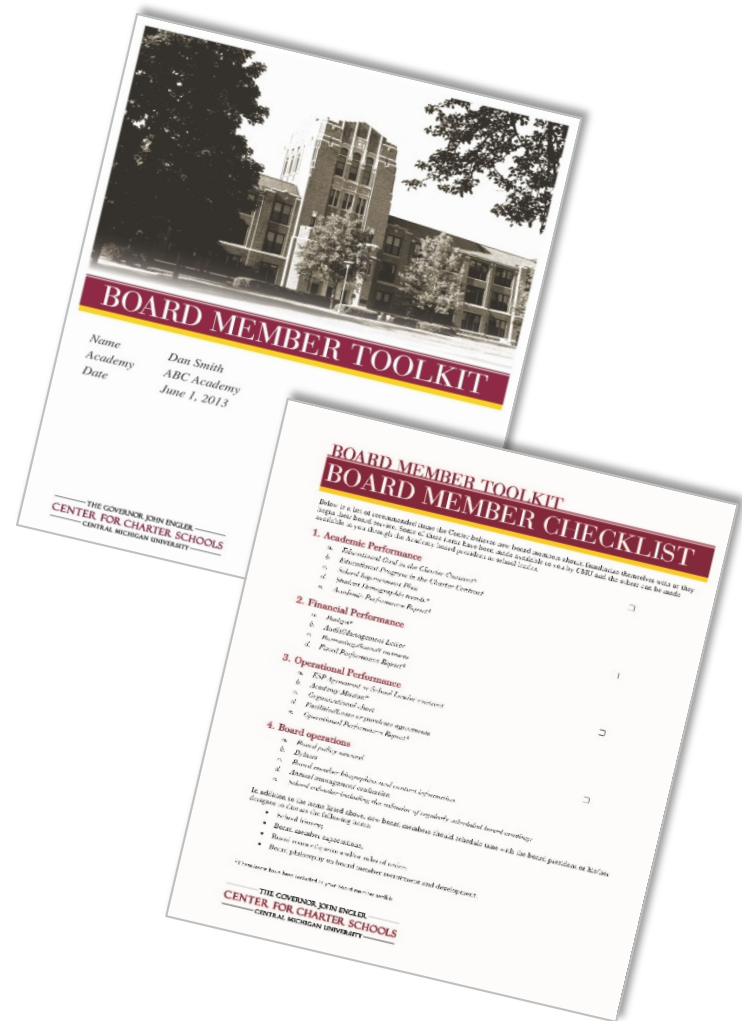
Expired / Vacated term of: _____
Name of Nominee: _____

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.

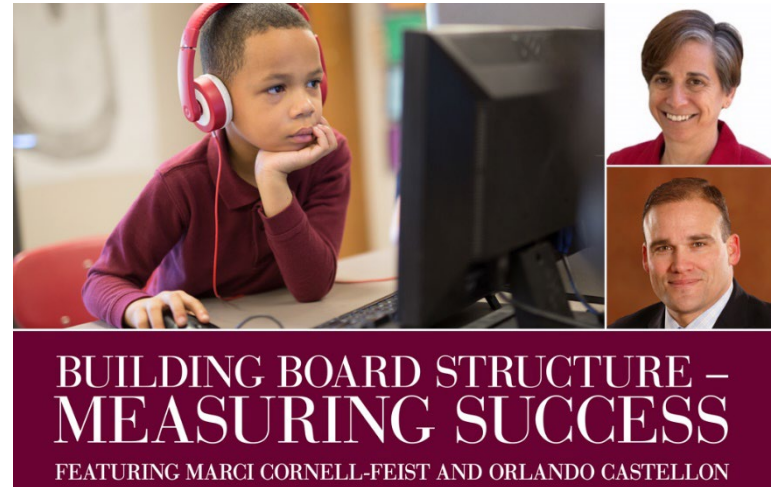
By: _____ Board Secretary
Date: _____

- 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 can development look like?

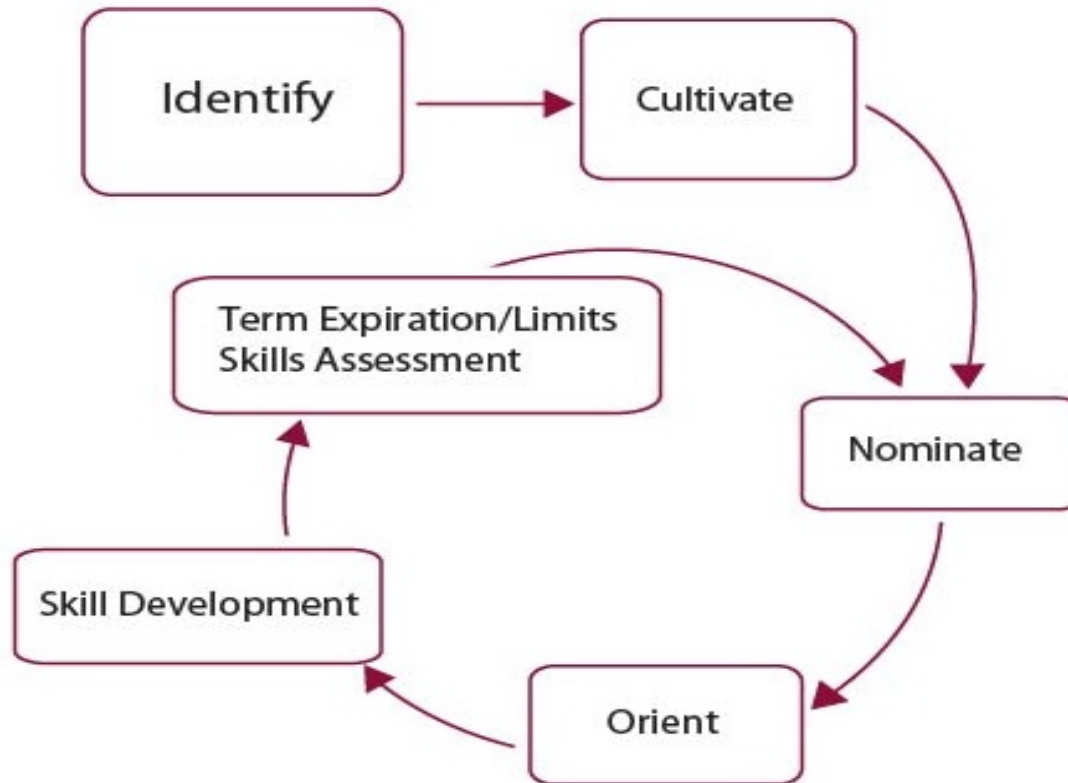


TERM EXPIRATION OR TERM LIMITS: SKILLS ASSESSMENT

- Understand your bylaws.
- Have a record of term expirations.
- Utilize a skills assessment for the board.
- Schedule strategic planning.



STRATEGIES TO CULTIVATE GOOD BOARD CANDIDATES



BEST PRACTICES IN ORIENTATION

- Levels of orientation.
 - Authorizer
 - Board and management
- Create a Governance Committee.
- Utilize resources.
- Repeat as necessary.



AUTHORIZER ORIENTATION IDEAS

- Founding Documents
 - Charter Contract
 - Bylaws
 - Articles of Incorporation
 - Educational Goal
 - Educational Program
- Sunshine Law
- State Charter History
- Authorizer Role
- Roles and Responsibilities of the Board

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

THE ROLE OF THE BOARD

- Know and support the mission and founding documents
- Ensure effective planning
- Create accountability
- Ensure fiscal resources and provide oversight to resources
- Board building
- Effective communication and ambassadorship

BOARD MEMBER TOOLKIT

TABLE OF CONTENTS

ACADEMICS

School Profile

Educational Goal and Related Measures

NWEA – District Summary Report

FINANCES

Budget Overview

Current Academy Budget

Fiscal Performance Report

OPERATIONS

Operational Performance Report

Annual Scorecard

Master Calendar

BOARD MINUTES

Meeting Minutes

PUBLICATIONS & RESOURCES

Board Member Checklist

Board Gear

Capitol Comments

Online Resources

— THE GOVERNOR JOHN ENGLER —
CENTER FOR CHARTER SCHOOLS
— CENTRAL MICHIGAN UNIVERSITY —

ABC Academy Demographics

ENROLLMENT BY SUBGROUP

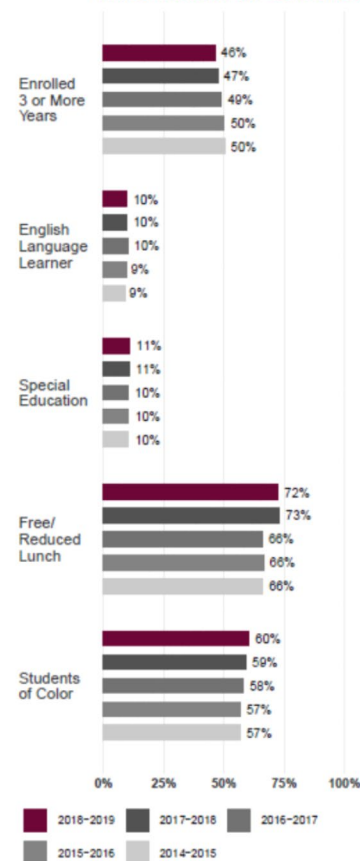


Fig. D-1

TOTAL ENROLLMENT BY YEAR

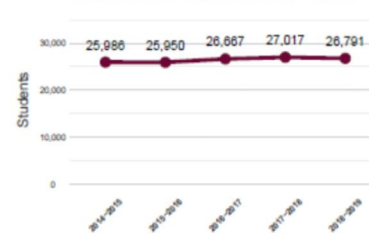


Fig. D-2

STUDENTS PER GRADE

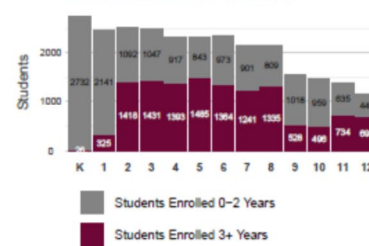


Fig. D-3

RACIAL/ETHNIC BREAKDOWN

	Your School	CMU Average	State Average
African American	45.1%	44.9%	17.6%
American Indian	0.4%	0.3%	0.6%
Asian	3.4%	3.3%	3.5%
Hawaiian	0.0%	0.0%	0.1%
Hispanic	3.4%	3.3%	8.0%
Multiracial	8.0%	8.0%	4.2%
White	39.6%	40.2%	66.0%

Fig. D-4

BOARD MEMBER TOOLKIT

BOARD MEMBER CHECKLIST

Below is a list of recommended items the Center believes new board members should familiarize themselves with as they begin their board service. Some of these items have been made available to you by CMU and the others can be made available to you through the Academy board president or school leader.

1. ACADEMIC PERFORMANCE ☐

- a. *Educational Goal in the Charter Contract**
- b. *Educational Program in the Charter Contract*
- c. *School Improvement Plan*
- d. *Student Demographic trends**
- e. *Academic Performance Report**

2. FINANCIAL PERFORMANCE ☐

- a. *Budget**
- b. *Audit/Management Letter*
- c. *Borrowings/loans/Contracts*
- d. *Fiscal Performance Report**

3. OPERATIONAL PERFORMANCE ☐

- a. *ESP Agreement or School Leader contract*
- b. *Academy Mission**
- c. *Organizational chart*
- d. *Facilities/Lease or purchase agreements*
- e. *Operational Performance Report**

4. BOARD OPERATIONS ☐

- a. *Board policy manual*
- b. *Bylaws*
- c. *Board member biographies and contact information*
- d. *Annual management evaluation*
- e. *School calendar including the calendar of regularly scheduled board meetings*

In addition to the items listed above, new board members should schedule time with the board president or his/her designee to discuss the following items:

- School history;
- Board member expectations;
- Board room etiquette and/or rules of order;
- Board philosophy on board member recruitment and development.

*These items have been included in your board member toolkit

____ THE GOVERNOR JOHN ENGLER ____
CENTER FOR CHARTER SCHOOLS
 ____ CENTRAL MICHIGAN UNIVERSITY ____

TABLE EXERCISE: BRAINSTORMING

Who from the school should be involved with orientation?

SCHOOL BOARD AND MANAGEMENT ORIENTATION IDEAS

- Board member expectations
 - Calendar of Regularly Scheduled Meetings
 - Committees/assignments
- Organizational structure
- Agreements and contracts
 - Attorney
 - Auditor
- Board members
- Budget
- History of school

ORIENTATION CONTRIBUTORS

- Board members
- School leader
- Business manager
- Programs leads
- Lead teacher

BEST PRACTICE BOARD MEETING STRUCTURES

- Calendar of Regularly Scheduled Meetings
- Agenda Preparation
- Committees
- Open Meetings Act
- Evaluation

Template of Calendar of Regularly Scheduled Meetings

Date	Time	Activity/Agenda Items
July	6-8pm	Strategic planning session Annual meeting- officer elections, calendar of regularly scheduled meetings, Bank signatories, ect.
August	6-8pm	School Improvement Plan review Annual goals discussion and review cycle
September	6-8pm	Audit Review- approval of response
October	6-8pm	
November	6-8pm	Fall MAP data review Amended Budget Board Policy review/adoption
December	6-8pm	Contract amendments for following year
January	6-8pm	Budget timeline adoption Adoption of max student enrollment
February	6-8pm	Winter MAP data review
March	6-8pm	Budget amendment
April	6-8pm	Board Policy review/adoption
May	6-8pm	Budget Adoption evaluation of annual goals
June	6-8pm	Academic data review Annual review of management

AGENDA PREPARATION

- All Reports are Written
- Materials One Week In Advance
- Clarity on the Request
- Build a Cycle

When	What
Day After Meeting	Board Chair-CEO Debrief
2 Weeks Before Meeting	Draft Agenda Sent
1 Week Before	Meeting Materials Sent Out

COMMITTEES

- Standing vs Ad hoc
- Bylaws
- Job Descriptions
 - Membership
- Recommended Committees
 - Academic Excellence
 - Finance
 - Governance

OPEN MEETINGS ACT

- Posting the Meeting
- Location
- Open Comments
- Meeting Decisions/Deliberations
- Closed Session
- Mintues

EVALUATION

- Board Meetings
- Board Chair
- Progress Towards Goals
- Effectiveness

CONTACT INFO/QUESTIONS

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