



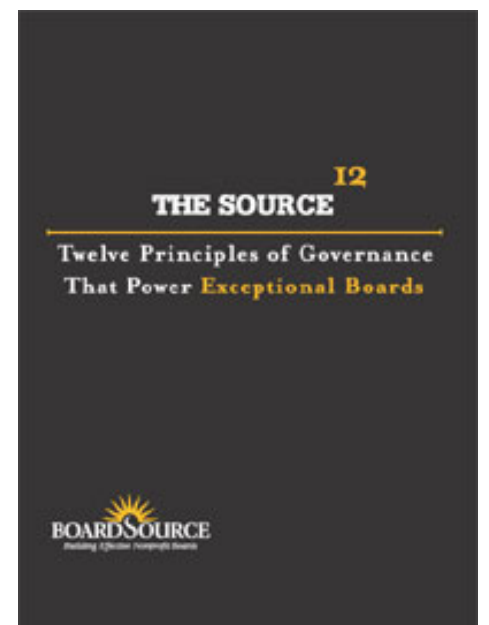
# Creating a Governance Legacy

Governor John Engler Center for Charter Schools  
Central Michigan University  
| October 2019



# 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



## Fiduciary

- ☐ Independent-Mindedness
- ☐ Ethos of Transparency
- ☐ Compliance with Integrity
- ☐ Results-Oriented

## Strategic

- ☐ Constructive Partnership
- ☐ Mission Driven
- ☐ Strategic Thinking
- ☐ Culture of Inquiry

## Resource Development

- ☐ Sustaining Resources
- ☐ Revitalization

## Structure & Practices

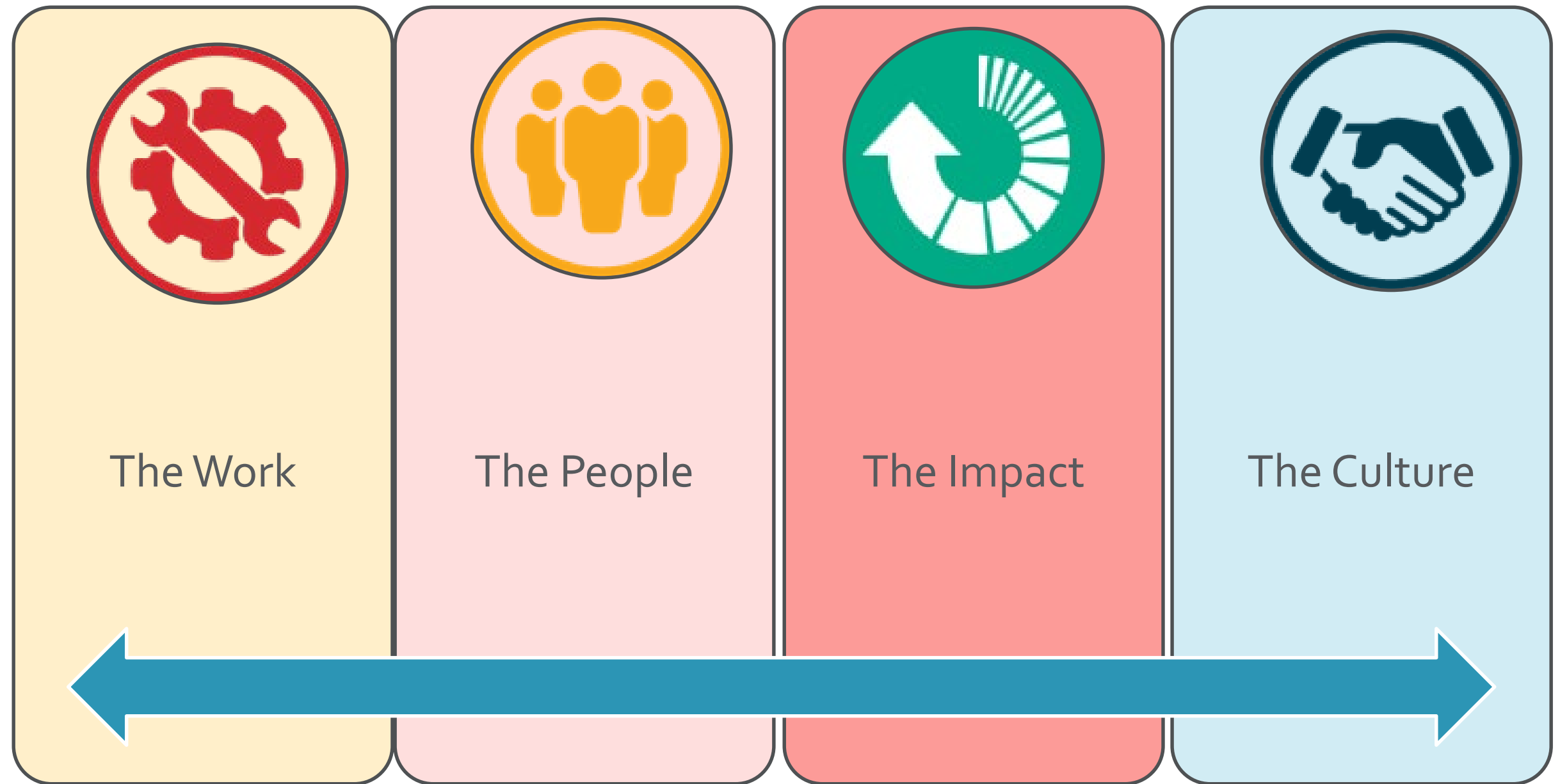
- ☐ Intentional Board Practices
- ☐ Continuous Learning

# Introductions

1. Who you are/which school
2. Why you choose to serve
3. One important skill you bring
4. Your board's experience with strategic planning



# Components to Consider



# The Work

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# External Forces Shaping Your School

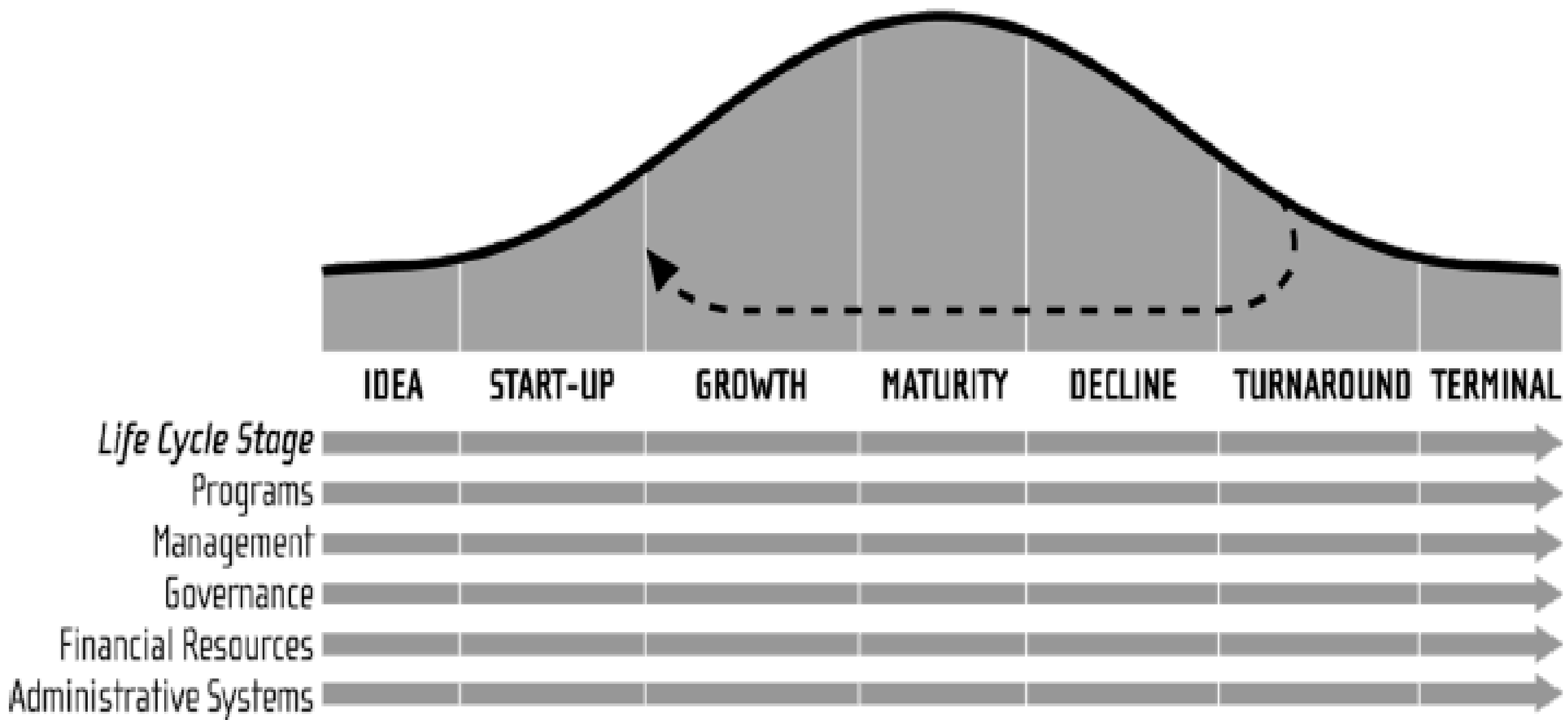




# Internal Forces



# Nonprofit Lifecycles



From Susan K. Stevens

*Nonprofit Lifecycles: Staged-Based Wisdom for Nonprofit Capacity*

(Stagewise Enterprises, 2002)

# Governance Trends/Issues in 2019-20

Building board diversity

Awareness of corporate culture

Understanding of organizational strategy

Ensuring cyber-security

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Using technology effectively

Dealing with non-performing board members

Implementing leading practices

# The People: The Constructive Partnership

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Partner with staff to reframe  
strategies and evaluate goals

# Board Member Life Cycle

**Orientation**

**Affiliation**

**Participation**

**Leadership**

**Revitalization**

Governance

Board Decisions

Princ/  
Mngmt  
Insight

Partnership

Shared Decisions  
Board and Principal/Management

Board  
Insight

Management

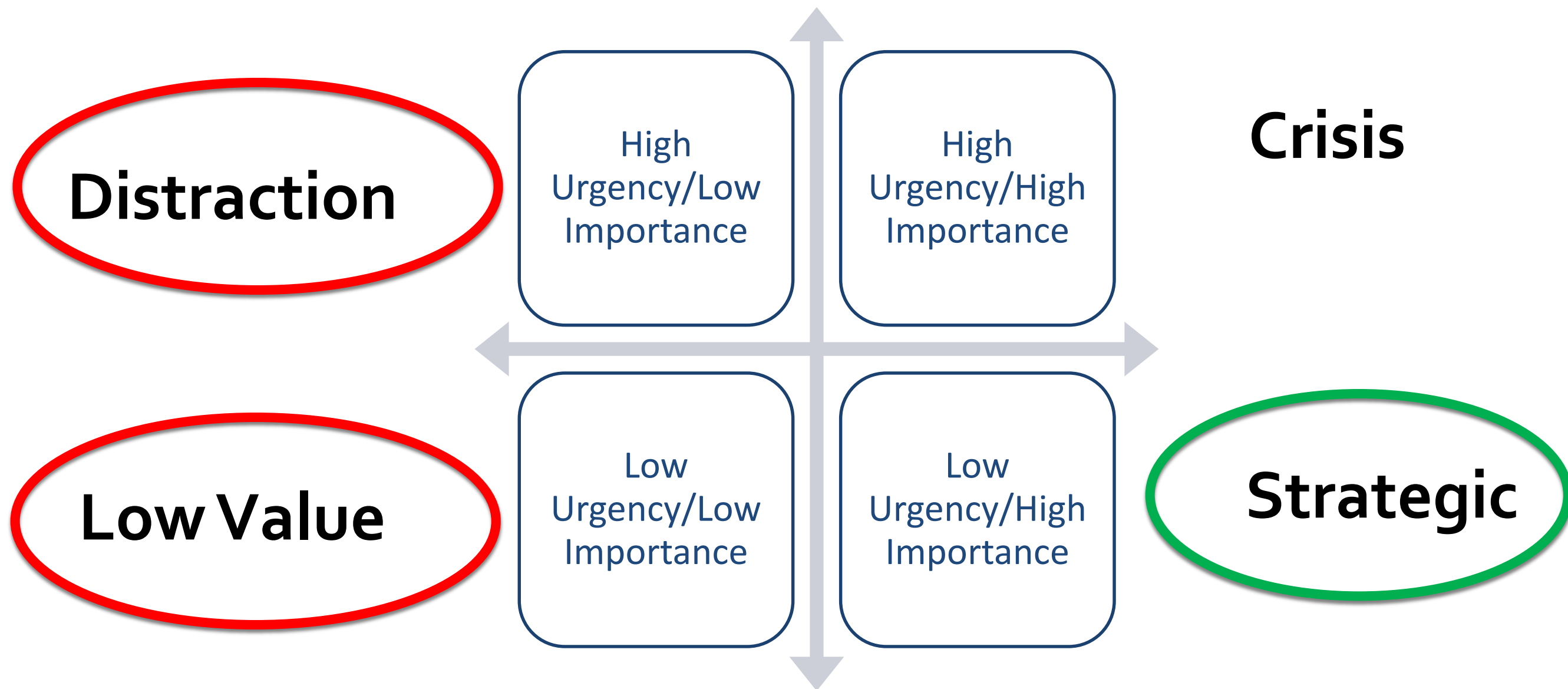
Principal/Management  
Decisions

# The Culture and the Impact: Living Your Mission Through Strategy Thinking and Planning

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# Focus on Strategic Issues

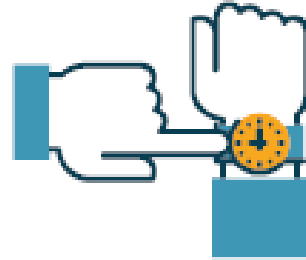


# A Strategic Board

THE  
REFRAMER



THE FACILITATOR



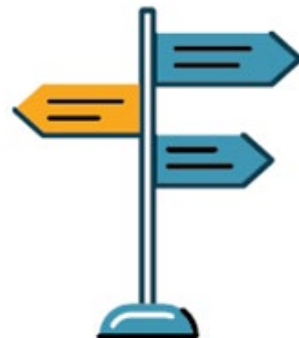
THE HEALTHY  
SKEPTIC



THE  
ANALYST



THE  
SYNTHESIZER



THE CALLER



THE COACH



THE OBSERVER



# The Board as Strategic Partners

Become a strategic asset and a source of leadership.

Sharpen direction, address difficult issues, and identify opportunities.



# Strategic Framing

- .Articulates organizational priorities
- .Provides overarching guidelines for organizational operations
- .Allows organizations to quickly and efficiently respond to change



# Key Qualities of Strategic Framing



Focus on big picture, not nitty gritty of plan

Recognizes the need to be flexible and nimble

Provides a framework for prioritization and decision making for management

# Strategic Leadership

1. Where should our school be headed and what should it become over the long run?
2. How well is our school performing? How is this determined?



# Program Oversight

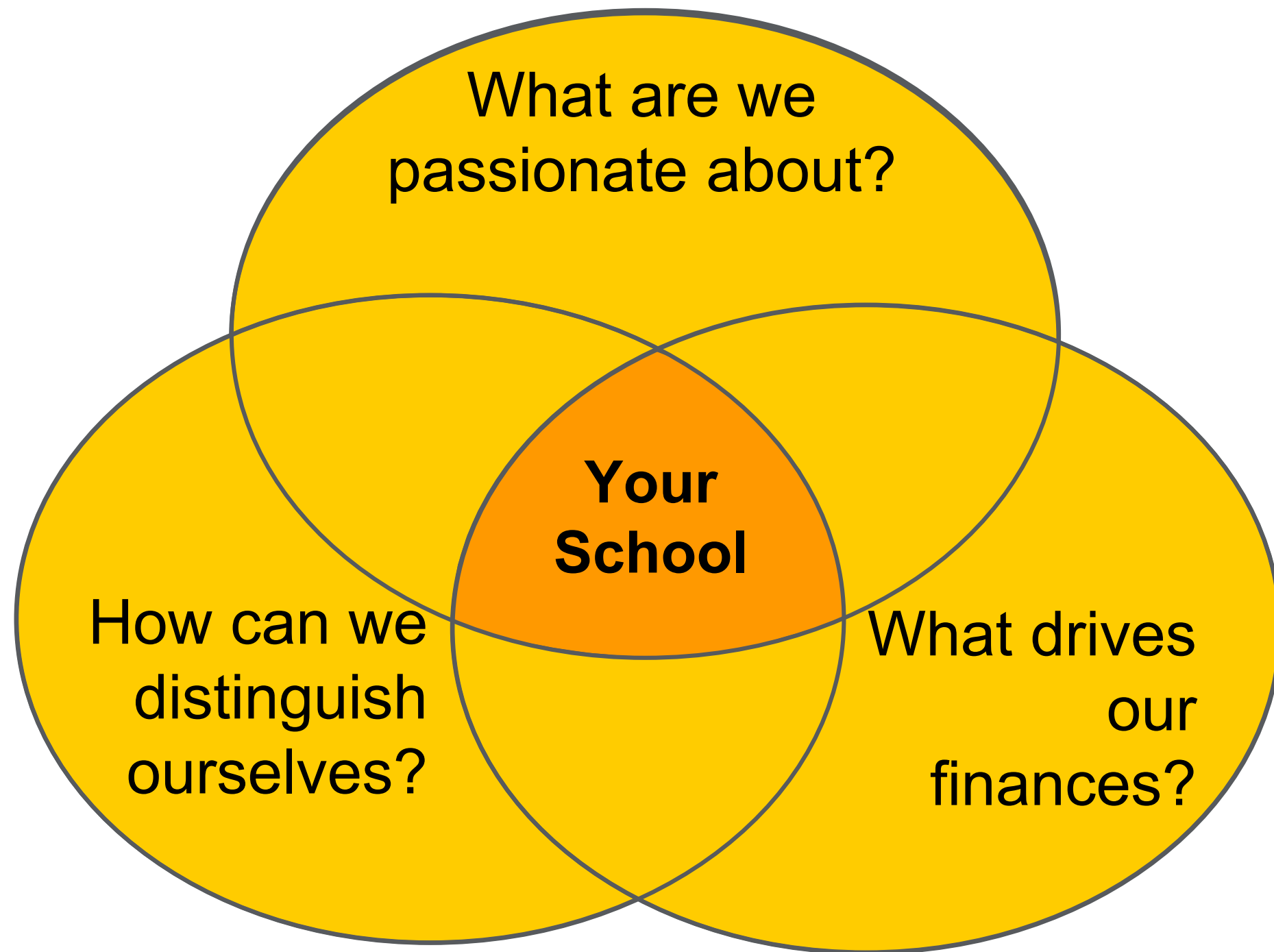


**Monitoring:** Are we doing what we said we would do?  
Are we accomplishing what we planned to accomplish?

**Evaluating:** Are we doing the right things? Are the  
programs effectively meeting the needs we are here to  
address?

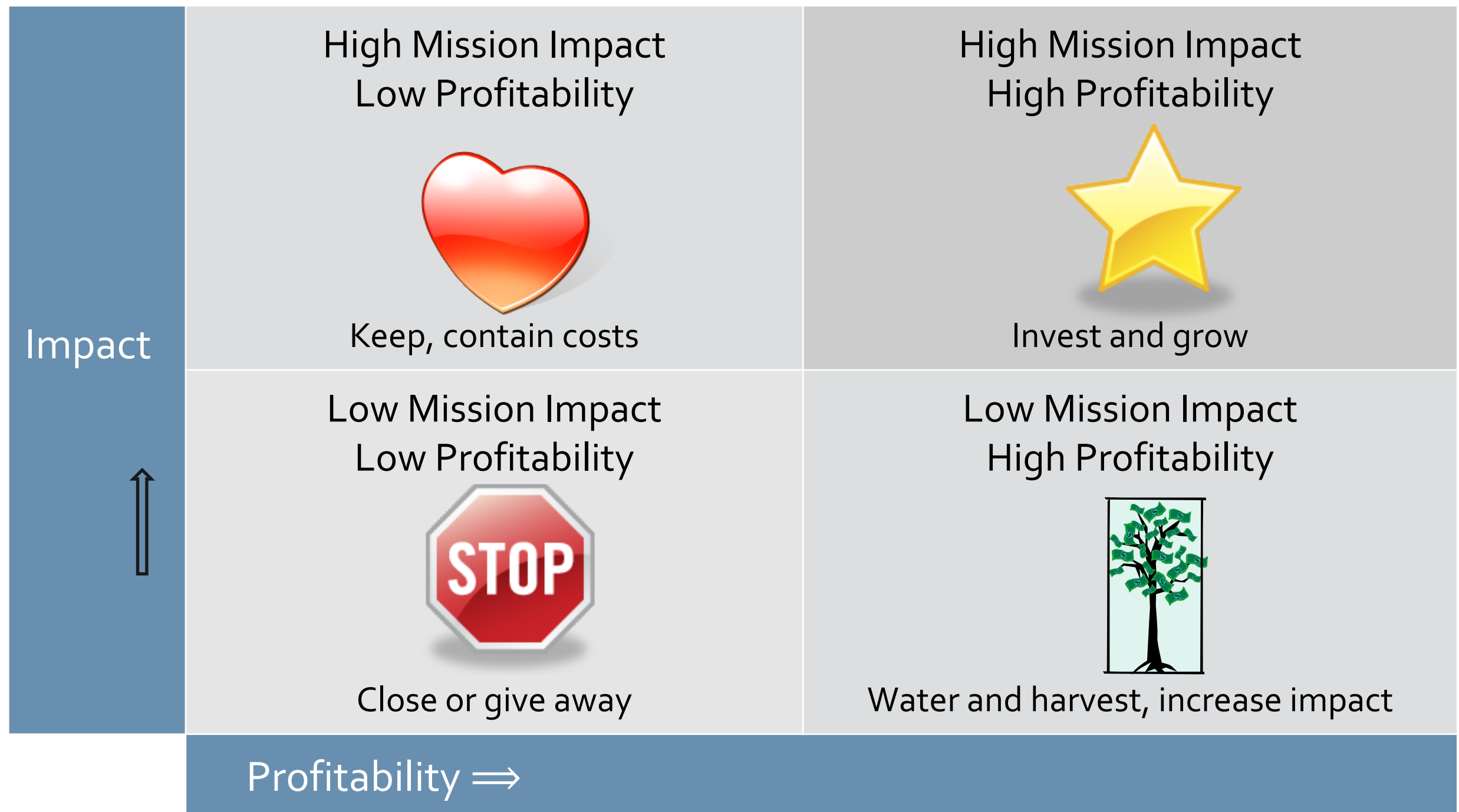


# STRATEGIC THINKING





# Dual Bottom Line: Mission Impact & Financial Sustainability



# Questions to Consider

Stop, Start, Continue?

What are we currently doing that is helping or hindering us?

Are there areas so vital and important that we must create a presence even if we don't already have one?



# Scanning the External Environment

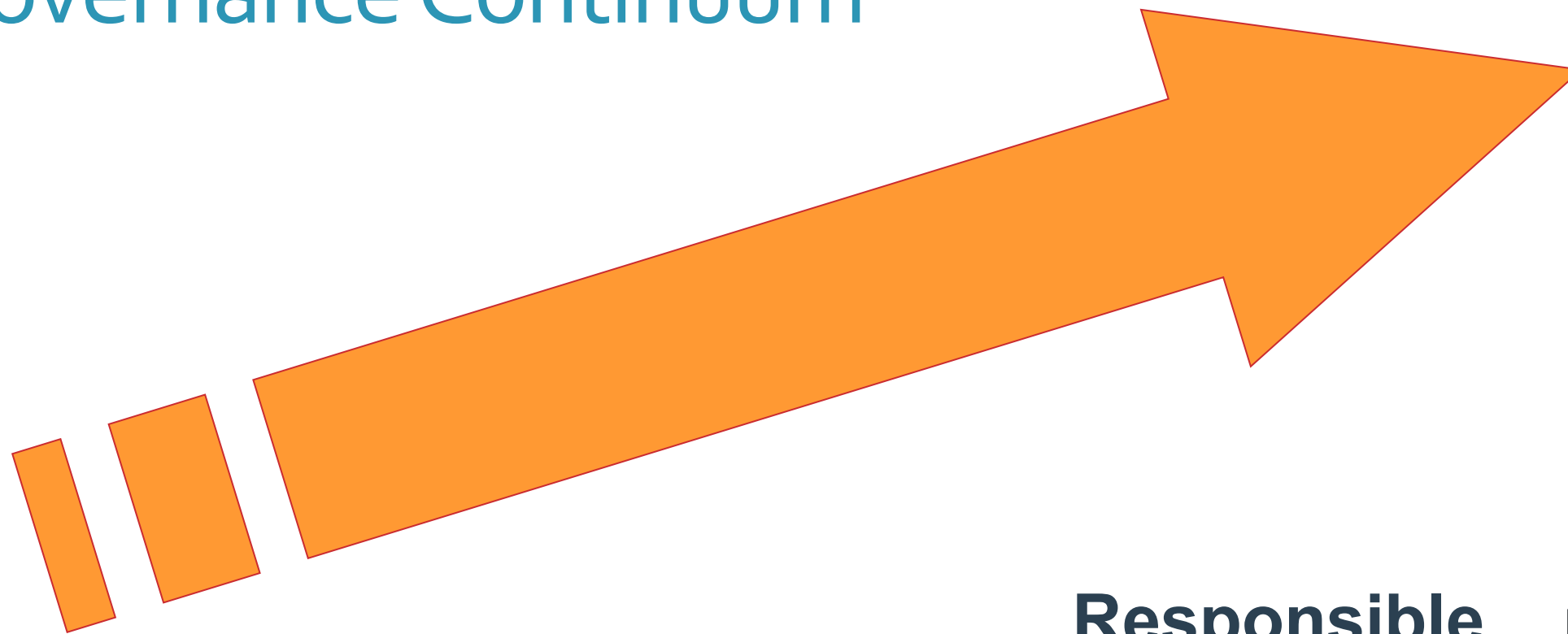
- . What other schools are working in a space similar to yours?
- . How do your results and reputation compare?
- . Does there seem to be growing or waning interest in your work?
- . What are your assumptions about future growth in enrollment and funding?
- . How are the population and demographics of the people you serve likely to change over time?

Strategic Thinking:

Make it part of regular on-going board work rather than an annual event.

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# Governance Continuum



## Dysfunctional

disengagement,  
conflict, lack of  
mission focus

## Functional

Keeps  
organization  
legal

## Responsible

role clarity,  
shared  
understandings

## Exceptional

anticipates,  
thinks  
strategically



