

# Board Composition

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Finding, Recruiting, & Onboarding Outstanding Board Members

**Presented by:**



# Welcome!

We're so glad you're here.



**Mike Mizzoni**

Chief Governance Officer



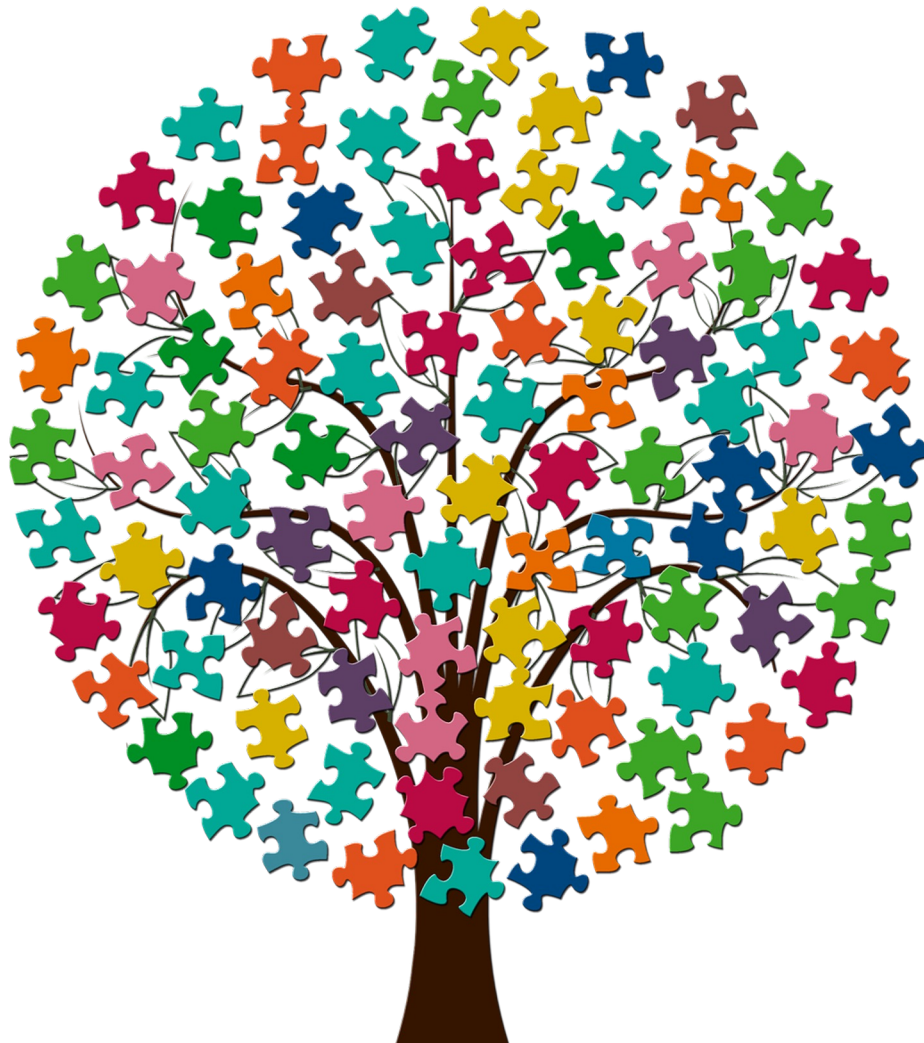
**Gina Fafard**

Senior Governance Coach

# What will we Cover?

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- Framing Thoughts
- Ideal Board Composition
- Identifying Priorities
- Steps for Recruiting and Orienting Board Members
- Sample BoardOnTrack Resources



# Framing Thoughts

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# Exceptional boards are made of exceptional people.

Your charter board is more than a group of well-meaning volunteers.

**Rather...**

It's a highly effective team,  
strategically assembled,  
to bring the skills, expertise, temperament, and time,  
to govern a multimillion-dollar public enterprise.

# Ideal Board Composition

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# What's the Right Size?

- At least 3 standing committees:  
Governance, Finance, Academic Excellence
- Establish as needed or Ad hoc:  
Development, CEO Support & Evaluation
- Minimum of 3 people per committee  
At least one board member serving on each, apart from Governance
- Trustees only serve on one committee  
Encourages more focused participation and avoid burnout



# Board Size Evolution

Charter Application

**FOUNDING  
BOARD**

3 to 5 trustees

Work is done  
committee of the  
whole

Launch Years

**INITIAL  
GOVERNING  
BOARD**

5 to 7 trustees

Some committee  
work is being done

Year 5 and beyond

**SUSTAINABLE  
GOVERNING  
BOARD**

7 - 9 trustees

Full complement of  
committees

# Which Standing Committees?

Most Charter School Boards Can't Live Without...

- Governance / Executive
- Finance
- Academic Excellence

Add as needed...

- Development (Fundraising)
- *CEO Support & Evaluation*
- *Facilities*

# Recruit for Key Skills & Expertise

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

# Start with Skills, But Don't Stop There!

## Board Member Qualities

- Entrepreneurial
- Sense of humor
- Passion for the mission
- TIME
- Group process

## Diversity Considerations

- Ethnicity
- Gender
- Age
- Geography
- Religion
- Socio-economic

# Proactive vs. Reactive Recruiting

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# Role of Governance Committee

- Board Composition (Developing Diverse Board)
  - ◆ Recruiting
  - ◆ Nominating
  - ◆ Onboarding new trustees
- Roles & Responsibilities
  - ◆ Full Board
  - ◆ Committees
  - ◆ Individual trustees
- Board Orientation and Education
- Succession planning for officers & CEO
- Can also serve as the CEO Evaluation Committee

# Step 1: Take stock of your current membership

- Inventory of Skills & Demographics
- Board Member Term Information
- Succession Planning
- Governing for Growth



Dashboard



Meetings



Documents



Board Goals



Assessments



CEO Evaluations



Reports



Training



Resources



Team



Settings

## Team

PEOPLE

COMMITTEES

TERMS

MEMBERS REPORT

GROUP BY:

YEAR



Click for details report, to see who's included in the report for that date range

SKILLS SUMMARY	CURRENT FY18-19	FY19-20	FY20-21	FY21-22
Academic Excellence				
Development				
Facilities				
Finance				
Governance				
Human Resources				
Key Qualities				



Sufficient Expertise



Minimal Expertise



Insufficient Expertise



Insufficient Data

DEMOGRAPHICS	CURRENT FY18-19	FY19-20	FY20-21	FY21-22
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Age





Dashboard

Meetings

Documents

Board Goals

Assessments

CEO Evaluations

Reports

Training

Resources

Team

Settings

Kyle's School for Gifted Youngsters

Kyle McCarthy

END MIMIC

Help

### Team

PEOPLE
 COMMITTEES
 TERMS
 MEMBERS REPORT

Key Qualities

✓

✓

✓

✓

✓

 Sufficient Expertise
 

⚠

 Minimal Expertise
 

✗

 Insufficient Expertise
 

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 Insufficient Data

DEMOGRAPHICS	CURRENT FY18-19	FY19-20	FY20-21	FY21-22
Age				
Gender				
Ethnicity				

MEMBERS

TERMS

DEMOGRAPHICS COMPLETED

SKILLS COMPLETED

# Step 2: Approve recruitment priorities

## Form Should Follow Function

- What does the board need to accomplish in the next 3 - 5 years?
- What skills and expertise are needed to make that happen?
- Is your board demographically diverse?

## Step 3: Get the right tools in place

- Governance Committee (Manages the recruitment efforts)
- Written Job Descriptions
- Screening Questions / Evaluation Rubric
- Board Member Agreement
- Orientation Materials

# Step 4: Identify Potential Candidates

- How will you find candidates?
- Written Job descriptions
- Cold Calling
- Referral Sources
- Local college and university presidents
- Your local Chamber of Commerce / Rotary Club

## Step 5: Screen Candidates

- Use agreed-upon screening questions
- Visit the school
- Attend a Board / Committee Meeting
- Use an objective ranking/scoring tool
- Be sure to screen for cultural fit

# Step 6: Nominate and Onboard

- Governance Committee nominates for board approval
- CMU Board Appointment & Orientation Process
- Board Orientation
  - Orientation Packet / Key Materials
  - Training Session / Professional Development
  - Mentorship Program / Board Buddy

\*Does your board have an approved nominating and orientation process?

# Summary of Key Steps

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# 6 Steps for Better Board Recruiting

Step 1: Take stock of your current membership

Step 2: Align on recruitment priorities

Step 3: Get the right tools in place

Step 4: Identify *potential*/candidates

Step 5: Screen all Candidates (be consistent with process)

Step 6: Nominate and Onboard



# Questions?

## We're here to help.

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**Schedule** a call with your  
Governance Coach

[Gina@BoardOnTrack.com](mailto:Gina@BoardOnTrack.com)



**Chat** with us live  
in BoardOnTrack



**Learn** about Board  
Governance Support

[Mike@BoardOnTrack.com](mailto:Mike@BoardOnTrack.com)

# Resources:

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**Board Composition: Sample Policy For Board Composition & Expansion**

**Conducting An Inventory Of Your Board**

**Creating a 3-Year Board Recruitment Roadmap**