

# Finding, Recruiting, & Onboarding Outstanding Board Members

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## A CMU Governance Webinar

Presented by



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



# What We Will Cover

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

**Welcome!**  
We're so glad you're here.



**Mike Mizzoni**

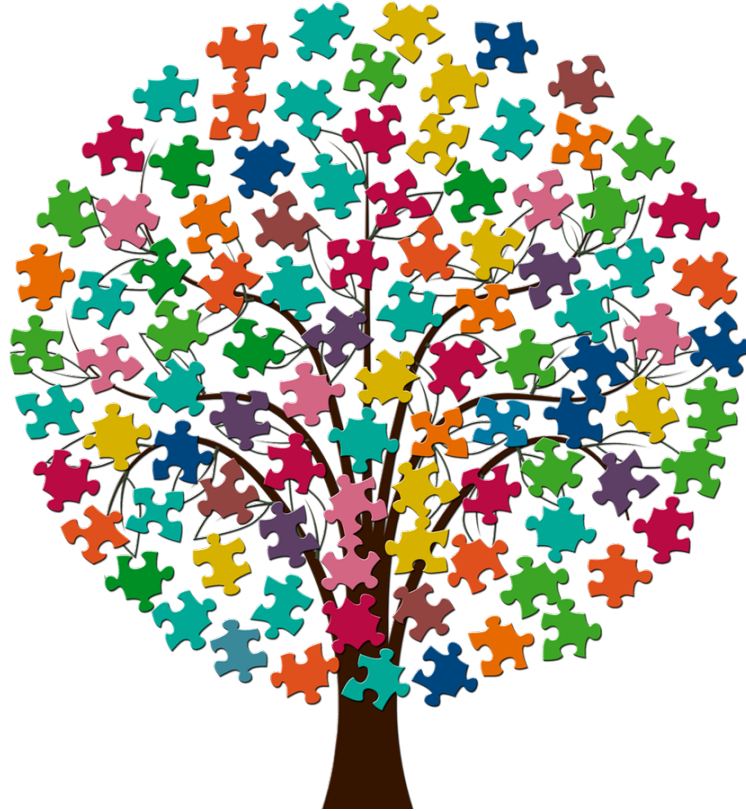
Chief Governance Officer



**Gina Fafard**

Senior Governance Coach

**Exceptional boards are made of  
exceptional people.**



# What is a Charter School Board?

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.

# 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, except Governance
- Trustees only serve on one committee  
Encourages more focused participation and avoids burnout

# Board Size Evolution



# 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*

# Key Skills & Expertise

- Finance
- Facilities—acquisition, build out, financing
- Legal
- HR, Personnel
- Fundraising, Marketing
- 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

# 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 Members

- 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 |
|--------------|-----------------|---------|---------|---------|
|--------------|-----------------|---------|---------|---------|

Age



Dashboard

Meetings

Documents

Board Goals

Assessments

CEO Evaluations

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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

❓ 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

- ➔ Preparing for the search
- ◆ Be intentional
  - ◆ Have a job description
  - ◆ Elevator pitch for cold calling
  - ◆ Brainstorm referral sources

**JOIN Our Board**

**JOIN THE CHARTER SCHOOL BOARD**

**3 REASONS TO JOIN THE COCOSPAS BOARD**

- Unique Offering**  
The Contra Costa School of Performing Arts is a unique 6-12 public charter school located in the heart of Contra Costa County. It is the only 6-12 Arts school in the eastern Bay Area and the only 6-8 charter school in the eastern Bay Area.
- Caring & Talented Staff**  
Contra Costa School of Performing Arts has a staff that cares tremendously about kids. COCOSPAS also has professional, working artists who bring pre-professional training to the students.
- Opportunity to Serve**  
Serving on the COCOSPAS board is an opportunity to serve an incredible community that spans the east Bay Area. COCOSPAS kids come from Vallejo, Fairfield, Concord, Walnut Creek, Pittsburg, Antioch and even Brentwood! **APPLY NOW!**

**JOIN Our Board**

**Amani Public Charter School**

**Mission Driven**  
Mission is to provide students who attend school from 5th through 8th grade with the academic and critical thinking skills necessary to succeed in competitive high school programs, college, and the career of their choice.

**Academic Programs**  
Years strong, Amani is growing the program to include an Elementary School. It is a unique moment for you to join this amazing team and make an impact on the educational landscape in lower techeser.

**Opportunity to Serve**  
Serving on the Amani Board is a chance to be part of a wonderful community. We are used on raising achievement and providing opportunities for the students and families of Unit Vernon, NY.

**CONTACT US TO LEARN MORE**

Brandy Byers,  
Interim Executive Director  
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Application period is open from 9/30/22 through 10/19/22.

**MORE**

Debra Stern  
Founder & Executive Director  
ds@amanicharter.org  
www.amanicharter.org

# Where will you find candidates?

## → Referral Sources vs. Candidates

- ◆ People too close to the organization to be effective
- ◆ Current and past board members, current donors
- ◆ Local leaders who support your mission (political)

## → Circle of Influence

- Local college and university departments (Education, Business, etc.)
- Your local Chamber of Commerce / Rotary Club
- Affinity groups like a chapter of Prospanica or NAWMBA; TFA

# 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



## ABC Charter School

### Board Candidate Evaluation Form

|                       |             |
|-----------------------|-------------|
| Candidate Name: _____ | Date: _____ |
| Evaluator Name: _____ |             |

#### 1. Relevant Expertise:

Does the candidate have expertise relevant to a board position? Will his or her expertise fill a need unmet by current board members? Has the candidate had enough experience within his/her field such that s/he can make meaningful contributions? Is the candidate willing to share his or her expertise as a board member?

*Please check only the TWO most relevant areas of expertise:*

- |                                                         |                                                              |
|---------------------------------------------------------|--------------------------------------------------------------|
| <input type="checkbox"/> Strategic planning             | <input type="checkbox"/> Governance                          |
| <input type="checkbox"/> Senior management/leadership   | <input type="checkbox"/> Facilities/Real Estate              |
| <input type="checkbox"/> Accounting/finance Fundraising | <input type="checkbox"/> Education                           |
| <input type="checkbox"/> Legal                          | <input type="checkbox"/> Politics/ Connections               |
| <input type="checkbox"/> Marketing/PR                   | <input type="checkbox"/> Community Representation/Organizing |

| Definitely Reject | Probably Reject | Unsure | Probably Invite | Definitely Invite |
|-------------------|-----------------|--------|-----------------|-------------------|
| 1                 | 2               | 3      | 4               | 5                 |

#### 2. Teamwork:

Will the candidate make a good team member? Is the candidate open to hearing others' opinions and perspectives? Sensitive to group dynamics? Willing to put organizational needs before his or her interests and needs in making decisions?

| Definitely Reject | Probably Reject | Unsure | Probably Invite | Definitely Invite |
|-------------------|-----------------|--------|-----------------|-------------------|
| 1                 | 2               | 3      | 4               | 5                 |

# Governance Committee Tasks

# **Steps for Better Recruiting**

# 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

**Where do you find  
exceptional board  
members?**

# More Places to Find Board Candidates

1. Current and past board members; Non-voting committee members
2. Anyone you know to be a super networker and connector!
3. Local nonprofit and political leaders who support your mission
4. Local college and university presidents
5. A local New Leadership business group/Next Generation young professionals
6. Your current donors
7. Successful graduates of your school who are professionals and love the school

# Questions?

## We're here to help.

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**Schedule** a call with your  
Governance Coach.

[gina@transact.com](mailto:gina@transact.com)



**Chat** with us live  
in BoardOnTrack.



**Learn** about Board  
Governance Support.

[mike@transact.com](mailto:mike@transact.com)

# Resources:

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[Board Composition: Sample Policy For Board Composition & Expansion](#)

[Cold Calling to Find Exceptional Trustees](#)

[Recruiting: Setting a Strategy](#)