

Standards of Effective Governance

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Welcome

*Share your name
location and school
affiliation in the chat.*



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Purpose, Objectives, Plan

Purpose: Understand critical actions and behaviors of an high-functioning, effective board

Objectives:

- Gain shared understanding of good governance practices, roles and responsibilities for charter board members
- Reflect on and articulate next steps for your board

Welcome & Introductions	5 mins.
Good Governance: An Overview	15 mins.
Small Group	15 mins.
Standards of Effective Governance	60 mins.
Q&A	10 mins.
Close	3 mins.

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About Me...Lucy/Lucecita/She/Her/Hers

The collage features several elements: a vibrant, multi-colored mask on the left; a woman in a pink dress in the top right; a bowl of soup in the bottom left; a bridge in the top center; a logo that says 'ONE DAY, ALL CHILDREN TEACH FOR AMERICA' in the top right; and a black outline map of New Jersey on the right. In the center, there is a circular diagram with 'Organization Excellence' at the core, surrounded by six categories: Leadership Development, Strategic Governance, Community Development, Process Improvement, Culture Development, and Team Building.

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Our Core Values

- Achieve Impact** / Our work is only worth doing if it measurably improves quality and equity in public education. We see ourselves as part of a vibrant ecosystem working to close the opportunity gap.
- Create Community** / People are the core of our work. We build deep, authentic relationships, grounded in trust, that enable learning and change. We help people see and solve problems, work together, and make schools great for all students.
- Deepen Expertise** / We are students and we are teachers. We reflect on and learn from our failures and successes. Our lived experience influences our work. We strive to get better and leverage learning and opportunities to do better.
- Be Courageous** / We act boldly and speak truth, even when difficult, because the future of students depends on it. We acknowledge and strive to see our blind spots and those of others and call them out.
- Embrace Humanity** / In everyone, we recognize and embrace diverse perspectives, talents, experiences, and boundaries. We anchor our actions in respect, understanding, empathy and affirmation.

DCSO Convening EducationBoardPartners

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Research-Based Framework

Grounded in research and best practices across the country, the Board Effectiveness Diagnostic assesses boards and diagnoses their practices in relation to six standards for effective governance.

Focus relentlessly on student achievement	Recruit and retain an exceptional leader	Invest in exemplary governance	Act strategically and be accountable	Raise and use resources wisely	Commit steadfastly to compliance

Center People, Equity & Culture

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Centering Ourselves in the Moment

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EDUCATION

California Public School Enrollment Drops Below 6 Million in Aftermath of COVID

By BIANCA QUILANTAN | 02/07/2022 10:00 AM EST

The 'Great Resignation' leaves schools reeling

02-01-22 | REINVENTING EDUCATION

Public schools are facing an existential Great Resignation of teachers

New data from the National Education Association suggests that a full-on, sector-wide breakdown could be on the horizon.

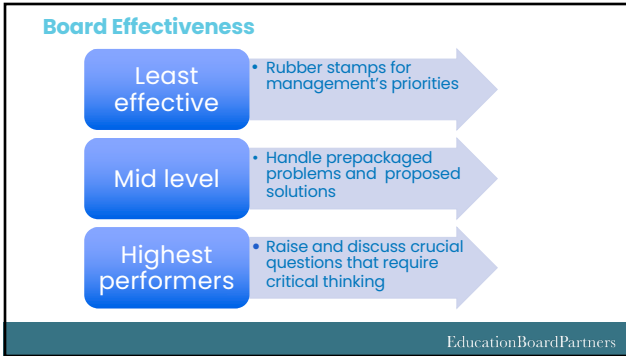
Stopping The Great Teacher Resignation Will Be Education's Big Challenge For 2022

Nick Morrison Contributor @ Education [Follow](#)

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Good Governance

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What It Means to Govern

"If management is about running a business, governance is about seeing that it is run properly."

- Robert Tricker

"The board's job is to protect the future from the present."

- David Riesman

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<p>Purpose: The Nine</p> <p>Governance [gov·ern·ance] <i>noun</i></p> <p><i>Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization.</i></p>	<p>Mission Vision Stewardship</p> <p>Authority Public Proxy Engagement Accountability Performance Sustainability</p>
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Why Governance Matters



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Standards for School Board Service



Focus relentlessly on student achievement	Recruit and retain an exceptional leader	Invest in exemplary governance	Act strategically and be accountable	Raise and use resources wisely	Commit steadfastly to compliance
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Center People, Equity & Culture

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Common Governance Challenges

- 1. Strategy**
 - o No strategic plan, board level goals or priorities
- 2. Academic Oversight**
 - o Believe this is solely CEO/ED job, no academic committee
- 3. Board Composition**
 - o Mostly built by CEO/ED, not strategic or diverse
- 4. Board Operations**
 - o No committees or inconsistent, no strategy, succession for leadership
 - o No decision-making protocols to invite dissent, varied perspectives
 - o Agendas developed and meetings run by CEO/ED
- 5. Leader Support & Evaluation**
 - o Don't evaluate or offer feedback regularly
 - o Don't check progress to goals regularly
 - o Just evaluation

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Pulse Check: Small Group

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Your Current State: Huddle & Connect

- What is **top of mind** for you as you enter the space?
- What is a **current concern** of your board?
- What is one **question** you'd like answered?

Share your response to one of these questions in your small group.

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School Name		<p>For each standard, add 1-2 things you are doing well and 1-2 things you can improve.</p>	<p>To use Thought Catcher:</p> <ol style="list-style-type: none"> 1. Click the link 2. Go to "File" 3. Scroll down to "Make a copy" 4. Select "Entire presentation" 5. Give the file any name you like.
Center People, Culture & Equity			
Focus on Student Achievement	Exceptional Leadership		
Exemplary Governance	Acting Strategically		
Raising & Using Resources Wisely	Committing to Compliance		

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Center People, Equity & Culture

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Equity & Governance: The Lens For All Decisions

WE CAN'T SOLVE PROBLEMS
BY USING THE SAME
KIND OF THINKING
WE USED WHEN WE
CREATED THEM

Albert Einstein

DNA-level Challenge

Leadership Dilemma

Board Service Matters

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Relentless Focus on Student Achievement

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Focus Relentlessly on Student Achievement

- Govern to fulfill the mission of the school and the promises of the contract
- Know whether students are on track to achieve at high levels



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Why Academic Oversight is Important

- High academic performance of **ALL** students is **THE** goal
- Make good decisions, **student-centered decisions**
- Support and promote **overall health** of the school
- **Articulate** to the authorizer and others **how the school is doing**
- Input for **evaluation of the Principal/ED/CEO**

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A Dashboard Can Help You Stay on Track


- Include the metrics you want to monitor about the health of the school on a monthly basis (e.g. enrollment, benchmark assessments, attendance, discipline)
- Should be populated by the school staff, reviewed and discussed in depth by board committees, and brought forward for board discussion when issues arise
- Entire dashboard is shared with board materials
- Use the data to drive discussions and decisions!

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Something To Think About...

- What are we doing well in this area?
- What can we put in place to do better?



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Ensure Exceptional Leadership

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Ensure Exceptional Leadership

- Hire and support a strong school leader
- Evaluate and hold the school leader accountable
- Ensure stable leadership



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Why Leadership Matters

- 1. Leadership impacts learning**
Leadership is second only to classroom instruction among all school-related factors that contribute to what students learn at school.
- 2. Leadership impact greatest when most needed**
Demonstrated effects of successful leadership are considerably greater in schools that are in more difficult circumstances.
- 3. Leadership Fundamentals**
Set direction, develop people, organizational agility

**Learning From Leadership Project - Wallace Foundation*

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The Evaluation Cycle



- What it is not...**
- a one and done conversation
 - a collection of all the missteps and failures in a year
- What it is/What it includes...**
- an updated job description
 - mutually agreed upon goals
 - ongoing dialogue
 - periodic reports to the board on progress
 - well-rounded evaluation process, including input from different constituencies and school leader
 - formal delivery of evaluation with goals for the following year

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Plan for Succession



OR




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Something To Think About...

- What are we doing well in this area?
- What can we put in place to do better?



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Commit to Exemplary Governance

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Build a High-Functioning, Diverse and Engaged Board

- Recruit a diverse slate
- Elect an effective board chair
- Remove disengaged members
- Train the board



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Implement Governance Better Practices

- Create job descriptions
- Hold regularly scheduled, well-run meetings
- Build robust committee structures
- Assess board effectiveness



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Something To Think About...

- What are we doing well in this area?
- What can we put in place to do better?



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Act Strategically

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Key Strategic Board Responsibilities




- Ensure the organization has a clear and compelling strategic plan: where are you going?
- Be goal-driven!
 - School leader goals
 - Board goals
 - All goals aligned to strategic plan and monitored REGULARLY
- Engage community and other stakeholders
- Assess board performance annually

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Act Strategically

- Determine the strategic direction for the school
- Respect the balance between oversight and management

	Must account for	The performance of
Board		School Leader
School Leader		Teachers
Teacher		Students

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Keep the board in its lane

Discipline the board to insist on results and high performance but not dictate the means to achieve them

Board defines success—the **what**—what do we want to achieve?

Staff defines the means to achieve that success—the **how**—how are we going to get there?



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Steps to Staying in YOUR Lane

- Clearly define a consistent set of expectations for board members
 - Board member agreements
 - Officer descriptions
- Be explicit about roles and responsibilities during on-boarding and retreats
- Craft well-defined head of school job description, goals and evaluation
- Formalize any decisions about governance vs. management in writing
- Invite consultant to observe several board and staff meetings – ask for feedback on areas needing clarification or roles/responsibilities

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Governance-Management Matrix

RESPONSIBILITIES	DECISION-MAKING AUTHORITY
Strategy Effective Board Governance Evaluation Growth Mission Organizational Sustainability	Board Decision CEO Advise
Impact Legal Compliance Goal-Setting Raising Resources	Shared Decisions: Board & CEO
Operations/Management Day-to-day Operations Resource Allocation Org/Staff Culture Staff Hiring, Evaluation, Separation	Board Advise CEO Decision

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Framework to Guide Board Decisions

Governance/Board	Management/CEO
<ul style="list-style-type: none"> Focuses on oversight, strategy, risk management 	<ul style="list-style-type: none"> Responsible for implementing, planning, organizing, directing
<ul style="list-style-type: none"> Evaluates & supports CEO 	<ul style="list-style-type: none"> Produces programmatic results, is accountable for results
<ul style="list-style-type: none"> Leads process of setting short and long-term goals for board and approves leader's goals 	<ul style="list-style-type: none"> Evaluates & supports staff
<ul style="list-style-type: none"> Recruits, interviews, and votes to add new board members 	<ul style="list-style-type: none"> Works in partnership with board to establish personal and org-wide short, long-term goals
<ul style="list-style-type: none"> Evaluates and reports out on effectiveness of the board 	<ul style="list-style-type: none"> Supports recruitment process, interviews candidates, and provides feedback
<ul style="list-style-type: none"> Facilitates board meetings 	<ul style="list-style-type: none"> Provides input into effectiveness of the board
<ul style="list-style-type: none"> Raises money, gives personally 	<ul style="list-style-type: none"> Actively participates in board meetings
	<ul style="list-style-type: none"> Raises money

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Inclusive Engagement & Your Board

- What messages does your board convey based on how it currently operates and engages stakeholders?
- What are you doing/can be done to cultivate understanding of the community, families and students that you serve to bring their perspectives, needs, feedback, and priorities into boardroom discussions?
- What could be done to evidence a deeper commitment to inclusive engagement?

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Weigh Multiple Perspectives

- Who are your natural stakeholders?
- How are they engaged? Do you have a strategy?
- How can your stakeholders be engaged and leveraged more effectively?



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Best Practices on Shared Leadership

- Set clear goals for the school and board; monitor progress towards them
- Weekly, structured check-ins with school leader and board chair focused on goals
- Robust committee structure, with active participation of school leader and leadership staff
- Formal, professional annual evaluation of school leader
- Board self-evaluation every year
- Open, proactive, and candid communication, guided by norms that you revisit frequently

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BOARD EFFECTIVENESS DIAGNOSTIC OVERVIEW

Since launching Education Board Partners, board after board has asked "What do highly effective charter school boards DO?" We did a lot of research on boards and charter schools across the country and developed the **Standards for Effective Charter School Board Governance** from our findings and experience. The **Board Effectiveness Diagnostic (BED)** helps charter, autonomous school, and education nonprofit boards diagnose their practices in relation to these standards.

Focus on student achievement

Ensure exceptional leadership

Commit to exemplary governance

Act strategically

Raise and use resources wisely

Maintain legal and regulatory compliance

The BED process includes:

- **Self-assessment survey** of all board members and the organization's leader (e.g., CEO, Head of School)
- **Interviews** of a subset of board members, including the board chair, and the organization's leader
- **Analysis** of relevant board documents, as needed

Upon completion of the BED, Education Board Partners will provide an **aggregate report** of survey results, a list of the board's **strengths** and **ways the board can improve**, and **recommendations** for ongoing support.

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AGGREGATE REPORT

The aggregate report shows board demographics and a summary of responses to questions about the board's current state, strengths, and challenges.

Race

Recruited by

Do you have more than five years of experience in the following areas?

Area	Yes	No
Communications	50%	50%
Education Leadership	50%	50%

Our board sets annual board goals that drive our work as a board.

The board regularly reviews our progress toward our annual goals, and course corrects in order to hold ourselves accountable for achieving them.

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SAMPLE SURVEY QUESTIONS


Board members anonymously respond to survey questions in which they indicate the extent to which they agree with a statement about the board on a four-point scale. Each statement is a best practice aligned with one of the *Standards for Effective Charter School Board Governance*.

<p>Focus Relentlessly on Student Achievement</p> <ul style="list-style-type: none"> • I know how our school defines and measures academic outcomes for students. • I understand how our school's performance compares to that of other public schools in our city/state. 	<p>Ensure Exceptional Leadership</p> <ul style="list-style-type: none"> • The board monitors the CEO's progress towards her goals at least quarterly. • Our CEO evaluation process is comprehensive, professional, and useful to both the board and the CEO.
<p>Commit to Exemplary Governance</p> <ul style="list-style-type: none"> • This board prioritizes diversity, equity, and inclusiveness in our work. • I have a clear understanding of my responsibilities and what is expected of me as a board member. • Our board meetings are well-run and focused on strategic issues. 	<p>Act Strategically</p> <ul style="list-style-type: none"> • The board has approved a multi-year strategic plan that defines the long-term vision for the school and the strategy for achieving it. • The board spends its time and energy on governance and strategy, not involving itself in the management of the organization.
<p>Raise and Use Resources Wisely</p> <ul style="list-style-type: none"> • I review a dashboard at least quarterly that shows actual vs budget for expense and revenues. • Our board has a full set of financial policies and procedures that protect the organization's long-term sustainability. 	<p>Maintain Legal and Regulatory Compliance</p> <ul style="list-style-type: none"> • Our board proactively addresses compliance issues. • The board reviews all school policies annually (e.g. policies governing safety, discipline, student and personnel conduct, finances, ethics, board and school operations).

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Something To Think About...

- What are we doing well in this area?
- What can we put in place to do better?



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Raise and Use Resources Wisely

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Manage Resources Responsibly

- Ensure all board members understand the school's resources
- Review financial data monthly
- Approve budget aligned to student needs



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Oversee Financial Affairs of the School

Among other roles, the governing board has the responsibility to ensure:

- Effective financial oversight
- Realistic budgeting and monitoring of budgets
- Appropriate internal controls and procedures
- Timely and accurate financial reporting
- Adequate financial resources

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Expand Awareness and Raise Funds

- Set fundraising goals
- Have a development committee
- Train the board
- Require each board member to donate
- Cultivate donors, raise school profile
- Know political context and advocate for quality schools



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Something To Think About...

- What are we doing well in this area?
- What can we put in place to do better?



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Maintain Legal and Regulatory Compliance

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Oversight of Compliance

- The board has legal obligations as party to the legal contract with the charter school authorizer and is, therefore, responsible for upholding all requirements in the charter contract.
- Board members need to understand open meeting laws and regulations
- Duties of Care, Loyalty, and Obedience
 - **Care:** be informed and use best judgment
 - **Loyalty:** act in the interest of the school alone
 - **Obedience:** comply with laws and bylaws

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Board's Role in Compliance

- Create a culture of transparency
- Know the entities to whom you are beholden
- Create a compliance calendar
- Mandate all members sign a conflict of interest form annually
- Act in ways that allow members to exercise/support care, loyalty & obedience
- **Get to know compliance entities, especially authorizer**

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Something to think about...

- What are we doing well in this area?
- What can we put in place to do better?




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Reflection

- What resonated most with you?
- What are your next best steps?
- What support do you need?



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Appendix

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A FRAMEWORK FOR INCLUSIVE GOVERNANCE: THE CONTINUUM FROM EXCLUSION TO INCLUSION
By the Foundation Consortium for the Results for Children Initiative (Prp. 16)

Active Exclusion	Passive Exclusion	Potential Exists for Exclusion or Inclusion	Working Towards Inclusion	Full Inclusion
<p>Membership The group denies and discourages participation of representatives or family members of other groups living in the community even though they will be affected by the decision.</p> <p>Decision-making Power & Perspectives Power is closely held by a small group typically unrepresentative of the community being served in terms of dimensions such as ethnicity, gender and/or class). This small group makes all of the decisions and believes that their perspective should dominate the decision-making process.</p>	<p>The group uses membership criteria that indirectly inhibits the participation of key groups and families including those who will be most affected by the decisions made.</p> <p>Power is closely held by a chosen few typically unrepresentative of the community served in terms of dimensions such as ethnicity, gender and/or class who make all of the decisions. Members of the group may be unaware that it operates in an exclusionary practices because how it operates is in keeping with how things have always been done.</p>	<p>Membership open but little or no effort is made to invite the participation of the different types of groups and families in the community.</p> <p>The decision-making process is still dominated by a small, typically unrepresentative, group. The group has begun to recognize the need to involve other people in its work but their engagement has not yet moved beyond token representation.</p>	<p>The group welcomes participation of all groups, is aware of who needs to be represented given the community's demographic composition and has begun reaching out to engage missing groups.</p> <p>Efforts have begun in earnest to solicit the opinion of advice and input of people and families from the different groups in the community. People who represent other perspectives have begun to participate in the decision-making process. The group has started to use mechanisms such as: focus groups, personal interviews, surveys etc. to solicit broader input.</p>	<p>The group is made up of members who reflect and represent the wide variety of different types of families and ethnic groups affected by the group's decisions.</p> <p>Family and community members from the different ethnic groups participate in a democratic decision-making process and effectively represent their views of their constituencies.</p> <p>The group uses a variety of mechanisms including focus groups, personal interviews, surveys to solicit input from families and people in the community on an on-going basis.</p> <p>Power is evenly shared among the different groups living and working in a community. Mechanisms range from new governance structures to alternative forms of decision-making (e.g. consensus decision-making).</p>

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Resources

The resources section features several key documents and books:

- Unrealized Impact: The Link to Economic, Equity, and Academic Outcomes** by the Center for Equity and Excellence in Education.
- Race to Lead: Confronting the Persistent Racial Leadership Gap** by the Center for Equity and Excellence in Education.
- The Governance Gap: How Schools Can Close the Racial Achievement Gap** by the Center for Equity and Excellence in Education.
- Courageous Conversations About Race: Their Role in Moving Us to Justice** by Glenn E. Singleton.
- Equity Audit** - A circular diagram with segments for 'Equity Audit', 'Equity Audit', 'Equity Audit', and 'Equity Audit'.

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