

The Seven Roles of a Public Charter School Board (Miller, 2013)

Roles of the board:	What should this look like?	How Often?
Establish and Evaluate Student Outcomes.	The board should establish the desired student outcomes each year (short and long term) with the assistance from the head of school in the areas of academics, core values, and skills mastered. The board should see progress on these specific goals at minimum quarterly (if available).	Quarterly
Establish and monitor management compliance with policies.	The board creates the box that the operations team and stakeholders work within. Policies should be clear and broad to allow the operations team to develop and implement processes that result in the desired culture. Without policies, there is little guidelines or control for management. The policy manual is a living document. It should be reviewed annually and have stakeholder input.	Annual Review
Approving/terminating contracts.	Being the employer, the board should approve all employee contracts. The board should be aware of the hiring process (based on their adopted policy) that was utilized so there is little discussion on whether the employee is the best person for the position. There should be a policy regarding what level of third party contracts should be approved by the board. All contracts are vetted and evaluated by the Head of School – who makes recommendations to the board.	Annually
Evaluate the executive. (Evaluation should lead to growth plan).	The head of the school should have an evaluation that is based upon the school's progress in accomplishing the organization's goals, their ability to carry out the job description, satisfaction of the majority of teachers and stakeholders, how they manage finances, adhere to local, state and federal policy and the state's authorizer. There should never be a "gotcha" in the evaluation. Areas for growth are the outcome of the evaluation.	Mid-Year and Final
Oversee and approve the use of operational finances.	The board should approve the final budget (budget created by the finance committee and head of school). The board should approve a clear policy of how the school operates within the budget line items, who has access to funding, and how often the budget should be reviewed. Based on school's history – there could be a quarterly deep dive and monthly snapshot.	Monthly
Establish and monitor organization's goals (focused on renewal).	A school with no targets will never miss. The board should be setting the direction for the organization in terms of <u>academics, finances, and legal compliance</u> . There should be annual and long term goals for each. These are the goals in which the management and governing board are evaluated on.	Evidences could be monthly to annually
Developing the board's capacity to understand governance.	The board should have its own professional development plan and work towards "getting better" each month as a team. A team that completes, not a team that competes. This could be a training from the school's operation team on the education plan to a presentation by a third party on the school's financial audit.	Monthly

A Design of the Board and Management Partnership

	Time and Attention	
Governance Decisions <ul style="list-style-type: none"> • Mission and Vision • Board Structure • School Leader Supervision & Evaluation • Policy • Branding 	Board's Decisions	Principal's Advice
Partnership Decisions <ul style="list-style-type: none"> • School Goals • Student Outcomes • Education Plan • Budget Development • Grades & Enrollment • Facility • HR & Employment Terms • Development 	Shared Decisions: Board and Management	
Management Decisions <ul style="list-style-type: none"> • Staffing/Evaluation • Programming • Systems & Procedures • Stakeholder Communication • School Culture • Marketing 	Board's Advice	Management Decisions

27 Things Extraordinary Boards Do (Miller, 2015)

1. **Adopt long term goals:** If you do not have a destination, you will never get lost.
2. **Focus on the critical data:** If it does not inform the board on the long term goals, it doesn't belong on a board meeting agenda.
3. **Develop a strategic calendar:** Your board calendar is your best tool for oversight.
4. **Prepare for meetings:** Board members should read all reports provided (sent 7 days in advance)
5. **Ask great questions:** Good questions inform, great questions transform.
6. **Plan ahead:** Organization's should respond, not react.
7. **Follow focused agendas:** Follow the Pareto Principle: 80% of the organization's issues come from 20% of the problems. Identify and focus your time and skills here.
8. **Understand their role:** If you feel like you are overwhelmed, you are probably micromanaging.
9. **Utilize subcommittees:** Subcommittees made of critical friends dive deeper.
10. **Speak with one voice:** Whether the vote is 5-4 or 9-0, it has been decided.
11. **Purposely reflect:** Set time to discuss; what went well, what do we need to improve on?
12. **Give thanks and compliments:** Focus on People, Priorities and Performance.
13. **Focus on succession:** Recruit, Orient and Cultivate for the future.
14. **Know what effective schools look and feel like:** Spend time in the most effective schools.
15. **Listen to understand, not to reply:** People want to be heard, build the structure to do so.
16. **Utilize their skill sets:** Identify the skill sets needed, recruit holes and delegate to strengths.
17. **Fess up when they mess up:** Trust takes a lifetime to earn but one decision to lose.
18. **Continue their education:** Board's should intentionally get better each month.
19. **Vote based on core values, not by emotions and feelings:** With power comes great responsibility.
20. **Recruit new members strategically:** You are who you attract.
21. **Seek mentors and critical friends:** To know the road ahead, ask those coming back.
22. **Lead purposeful meetings:** Dialogue is not decision making.
23. **Avoid destination disease:** Performing better than your neighbors doesn't mean you are any good.
24. **Understand the channels of command:** The supermarket is not the board room.
25. **Seek professional development for themselves and the executive:** If you are not growing, you must be dying.
26. **Annually shout out to their stakeholders:** Every organization should have an annual report that goes to all stakeholders.
27. ****Believe, if the school is not best for my child, it is not best for any child.**

Open Meeting Laws (North Carolina)

All meetings must be open to the public and provide notice in advance of the meeting date, time, and location:

Regular Meetings: Seven Days: Posted (**web site**, and any other media approved by board)

Special Meeting: 48 hours: Items discussed **MUST** be items on the agenda only

- Posted (**web site**, and any other media approved by board)

Special Note: Including Standing Committee and School Improvement Committee Meeting

Emergency Meeting: Immediately after notice is provided to **ALL** board members and stakeholders

- Posted (**web site**, and any other media approved by board)

Items discussed **MUST** be items on the agenda only

* Open minutes approved monthly and kept in a location available to public **in a timely manner.**

Note: Close Meeting Minutes are separate from open meeting (become public after the reason for closed session has been made public (i.e. negotiations)

Public Records: All communication (text, email, etc) is subject to public records.

Closed Meeting Examples

Mr. Mrs. Chair. I make the motion that we as a board go into closed session to discuss matter that...

...prevent the disclosure of information that is privileged or confidential pursuant to the law of North Carolina.

... prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award.

... to consult with our attorney regarding legal matters.

... relate to the location, real estate transaction, or expansion of the organization.

... relate to negotiations with employees.

...relate to the planning, conduct, or hear reports concerning investigations of alleged criminal misconduct.

...relate to formulating plans by a local board of education relating to emergency response to incidents of school violence.

...discuss and take action regarding plans to protect public safety as it relates to existing or potential terrorist activity and to receive briefings by staff members, legal counsel, or law enforcement or emergency service officials concerning actions taken or to be taken to respond to such activity.