



**Marblehead Community
Charter Public School**

MCCPS Board of Trustees Training

June 8, 2019

Board Training Objective

The objective of today's training is to review best practices, outline the roles and responsibilities of Board Members, explain key things to know about Open Meeting Law, Conflict of Interest, Public Records Law and provide references to resources including policy and procedures and increase communication effectiveness.

Agenda

Board of Trustees Overview and Composition (5 Minutes)

Open Discussion: Board Check-in (5 Minutes)

Social Styles and Effective Communication (20 Minutes)

Break-out Groups (30 Minutes)

- New Board Member Orientation
- Mentor Training

Board of Trustees Overview and Composition

Who We Are:

Total Number of Trustees: *15

Composition:

- Teachers: 3
- Parents: 6
- Community Members: 5
- Ex Officio: 1

- 80% serving 1st term
 - 47% >12 months of service
 - 5 New Members (May)

- Upcoming Expiring Terms:
 - Sean Killeen, August 2019
 - Jennifer Jewell, August 2019

*5 pending approval from the state

Board of Trustees:

Paul Baker
Peter Cheney
Richard Doran
Fred Ferris
Rudi Herve
Ian Hunt
Jen Jewell
Sean Killeen
Ellen Lodgen
Karl Smith
Arthur Sullivan III
William Sullivan
Stephen Veiga
Rebecca Whidden
Jessica Xiarhos

Board Check-in (Open Discussion)

Goal: High performing board

Goals From (2016)

- Respectful discourse
- Come prepared
- Be on time
- Leave personal agenda out
- Work together as team
- More compassionate discourse

To (Present)

Open Discussion - How are we doing?

Team Communication & Social Styles

Benefits of understanding each others social style:

- Improves teamwork
- Reduces miscommunication and conflict
- Increases mutual respect
- Enables you to influence and persuade more effectively

Social Styles 101

Your social style profile is a description of how others see your behavior.

It is based on decades of research and has proven valid for adults of all ages and backgrounds. The profile describes how a person's behavior, not personality, is seen by others.

In theory, a quarter of the population falls within each personality quadrant.

The better we understand each other's social styles, the more effective we will be when working and communicating with one another.

Key Reminders

- There is NO best social style
- Your social style is not your whole personality
- Your social style represents a theme in your behavior
- Your social style has growth actions
- Your challenge: Take initiative to build effective relationships with others

Driving

Expressive

Amiable

Analytical

Driving

- Know what they want and easily express conclusions
- Focus primarily on the immediate timeframe
- Slogan: "Let's get it done"
- Can become impatient with delays
- May show little concern for the feelings of others or for personal relationships
- Others may see you** as efficient and decisive
- Caution!** This behavior may use power to drive forward and go without the team

Expressive

- Focus attention on future with intuition visions and outspoken spontaneity
- Behavior can be exciting and fun
- Tend to make decisions quickly based on how they feel about relationships
- Others may see you** as impractical and emotional
- Caution!** This behavior can lead to mistakes and frequent changes in direction

Amiable

- Relationship oriented (observe feelings and relationships between people)
- Good team players
- Sensitivity for others often lends joy, warmth and freshness to a social situation.
- People tend to readily confide information with you
- Stick to the comfortable and known
- Others may see you** as avoiding personal risk/conflict
- Caution!** Can be slow or reluctant to change

Analytical

- Lives life according to facts, principles, logic, and consistency
- Good planners, organizers, and problem solvers with ability to work out tasks systemically
- Need to analyze all possibilities to make a decision
- Faith in principles is of great importance
- Others may see you** lacking enthusiasm/appearing detached
- Caution!** The need to be right may make you reluctant to declare a point of view

Drivers

Driving style people are fast-paced and goal oriented, and they can be impatient with those who don't keep up with them. Their favored approach is to act quickly, based on the information they consider relevant – and make any necessary course corrections later, if needed. They specialist in being straightforward, staying cool under pressure, and completing tasks quickly. Others tend to perceive them as work-oriented, clear and demanding.

What driving style people contribute to the team:

- Decisiveness
- Toughness
- Efficiency
- Candor
- Results Oriented
- Pragmatism
- Willingness to take risks
- Encourage the team to decide quickly and take action

More to Know About Working with a “Driver”

Possible weaknesses:

- Not listening
- Too tough/insensitive
- Not inclusive
- Decides too quickly
- Not open to alternatives

Growth area:

- Look for others' perspective

Tips for working with a “driver”:

- Respect time and deadlines
- Be accountable – do what you say you will do
- Be straightforward about what you want or need
- Show how the things you want relate to existing goals
- Be succinct

Expressive

Expressive style people are fast-moving and adventuresome. They like to come up with new ideas. Their favored approach to getting good results is to create a picture of the future and then get others' support by selling the benefits of it. They specialize in energy, humor, and risk taking. Others tend to perceive them as persuasive, innovative and impulsive.

What Expressive style people contribute to the team:

- Stimulate creativity
- A sense of fun
- Enthusiasm
- Energy
- Focus on vision
- Promote team spirit
- Willingness to try new things, break new ground
- Encourage the team to be the best

More to Know About Working with an “Expressive”

Possible weaknesses:

- Overstating the pluses
- Impulsive
- Lack of detail/follow-through
- Indiscreet
- Self-involved

Growth area:

- Do “reality checks”

Tips for working with an “expressive”:

- Be open to ideas that may not initially seem feasible
- Be willing to “think out loud”
- Acknowledge the Expressive’s contributions
- Be empathetic – recognize and allow for space for emotions and feelings
- Provide flexibility to achieve results in new or unconventional ways

Amiable

Amiable style people are considerate and supportive. They like to take time to build rapport and to focus on team success. Their favored approach to getting good results is to find common ground and to gain consensus. They believe the best solution is generally one where everyone involved is “on board”. They specialize in compassion, mediation, and building trust. Others tend to perceive them as kind, **skilled people and teams, and somewhat self-effacing.**

What Amiable style people contribute to the team:

- Supportiveness
- Empathy
- Trustworthiness
- Loyalty
- Team orientation
- Concern with others' development
- Willingness to share recognition
- Encourage the team to look for win-win solutions

More to Know About Working with an “Amiable”

Possible weaknesses:

- Not tough enough
- Seen as unwilling to confront difficult issues and people
- Unwilling to try new things
- Too accommodating

Growth area:

- Take a strong stand

Tips for working with an “amiable”:

- Emphasize a team approach
- Provide context and process – the background needed to understand how to move toward the goal
- Take some time to build rapport
- Stay connected – check in on progress of projects and relationships
- Demonstrate loyalty and trustworthiness

Analytical

Analytical Style people are thoughtful and cautious. They like to make sure all the details are in place before moving ahead. Their favored approach to getting good results is to minimize risk by looking at all options before making a decision. They specialize in accuracy and prudence. Others tend to perceive them as cool, rational, and somewhat detached.

What analytical style people contribute the team:

- Objectivity
- Precision
- Thoroughness, attention to detail
- Systemic thinking
- Professional approach
- Emotional consistency
- Willingness to explore alternatives
- Encourage team to think carefully, be rational

More to Know About Working with an “Analytical”

Possible weaknesses:

- Risk-averse
- Aloof/impersonal
- Poor at selling self or ideas
- Perceived as negative or oppositional
- Seen as indecisive or rigid

Growth area:

- Share your thinking

Tips for working with an “amiable”:

- Don't overstate the advantages of your proposal
- Provide thinking time
- Offer documentation
- Ask: “What information do you need in order to make this decision?”
- Provide structure and guidelines

Breakout Groups

New Board Member Training

■ Board Training

- Expectations, Roles and Responsibilities of Board Members
- Open Meeting Law (OML)
- Conflict of Interest
- Public Records Law

■ Policies and Procedures

■ Open Discussion

Expectations for the Board

- Trustees owe a fiduciary duty to make decisions that are in the best interests of MCCPS, and that this duty supersedes individual interests
- Conduct oneself ethically and in a manner that focuses on the effectiveness of the Board and the good of the organization
- Believe in, advocate, and act as an ambassador for the values, charter, and vision of MCCPS
- Thoroughly read and possess an understanding of the MCCPS charter and the by-laws which govern the School
- Thoroughly prepare for each Board meeting in order to actively listen, discuss, and debate the issues at hand

Expectations for the Board (Continued)

- Honor the commitment of Board term and attend meetings

- Commit to additional Board service each month, which may include:
 - Participating on a Board committee or task force
 - Attending and supporting School events and fundraising activities
 - Read and research to prepare for monthly Board meetings

- Keep abreast of broad educational and political issues affecting charter schools

- Attend MCCPS Student Exhibitions which occurs three times during the academic year

Role of a Trustee – Key Highlights

- ✓ Comply with all applicable laws and regulations
- ✓ Ensure that the school is an academic success, organizationally viable and faithful to the terms of its charter and earns charter renewal
- ✓ Oversee the financial affairs of the school and approve the budget
- ✓ Hire and oversee the Head of School

(A full list of responsibilities can be found in the MCCPS By-laws)

Responsibilities of a Trustee

Know, understand and/or have on hand at every meeting:

- ✓ MCCPS Charter
 - ✓ MCCPS By-laws
 - ✓ Open Meeting Law
 - ✓ Roberts Rules of Order
-
- Every Board of Trustee is responsible for knowing and understanding the content listed above. If you do not know this information when engaging in discussion and/or making decisions, you are putting the school at risk

Policy vs. Day to Day

- The primary purpose of the Board is to ensure that the school's focus and mission is in accordance with the Charter and By-laws (MCCPS By-laws Article 2 Section 9)
- The school's chief Staff person shall have the sole authority to exercise managerial powers over the day to day operations of the school and to select, appoint, evaluate, and/or remove the school faculty and staff in accordance with applicable federal and state laws and general school policies (MCCPS By-laws Article 5)
- **Discussion:** Provide examples of day-to-day operations question vs. policy questions

Open Meeting Law

- The Open Meeting Law requires all meetings of public bodies be held in public (except if it falls within the exceptions set forth in this statute) and it establishes rules that public bodies must follow in the creation and maintenance of records relating to those meetings
- With certain exceptions, all meetings of a public body must be open to the public
- A deliberation is “an oral or written communication through any medium, including electronic mail, between or among a quorum of a public body on any public business within its jurisdiction.”

Open Meeting Law – Do your homework

- Go to: <https://tinyurl.com/MCCPSBoard>
- Read and understand the law
- **Knowledge Check:**
 - ✓ Understand what constitutes a deliberation
 - ✓ What meetings are covered by the Open Meeting Law
 - ✓ Requirements for posting notice of meetings
 - ✓ When can a public body can meet in executive session
 - ✓ What records of public meetings must be kept

Conflict of Interest

Members of the Board of Trustees shall comply with any and all State law governing Conflict of Interest.

Some highlights:

- Misuse of position is prohibited
- Participating in a matter in which you, your immediate family, your business organization, or your future employer has a financial interest is prohibited
- Acting in a manner that would make a reasonable person think you can be improperly influenced is prohibited
- Improperly disclosing or personally using confidential information obtained through your role

Conflict of Interest – Do your homework

- Go to <https://tinyurl.com/MCCPSBoard>
- Go to the Education & Training Resources Tab
- Take the Conflict of Interest Law Online Training Program

Public Records Law

Some highlights:

- The Massachusetts Public Records Law provide that each person has a right of access to public information
- Every record that is made or received is presumed to be a public record unless a specific statutory exemption permits or requires it to be withheld
- Minutes of open meetings, regardless of form, are public and must be made available in a timely fashion. There is no requirement that the minutes be approved before they are made public, however, should be marked “unofficial”

Public Records Law – Do your homework

- Go to <https://tinyurl.com/MCCPSBoard>
- Go to the Public Records Tab
- Locate, print and read PDF guide
- If you have any questions, contact the Public Records Division at 617-727-2832 or pre@sec.state.ma.us

Policy and Procedures

- Outside of policies and procedures outlined in the Charter, By-laws, Open Meeting Law and Roberts Rules, there are additional MCCPS policies and procedures that have been created and located on Board on Track
- Policies are in various states (drafts, active and outdated)
- There is an opportunity to identify and update a standard set of policies for the school, which will help align the Board, the HOS, teachers, students and parents
- As a high performing Board, this is a recommended initiative in alignment with strategic planning work

Open Discussion & Questions

Breakout Groups

Mentoring

Why mentoring?

Open Discussion

- Qualities that make a great mentor
- Resources of excellent mentors
- Best practices

Brainstorming:

- What do we want our program to look like?
- Pairing mentor teams for 2019/2020

Thank You!

- For your voice at the table
- Lending your expertise
- For volunteering your time
- For your dedication
- For making MCCPS a great school for our children and our community

Appendix

- Expectations for the Board by State of MA
- State's Performance Criteria for a Charter School Board Trustee
- Best Practices for Chair and Board Members
- Sample Policies Located on Board on Track
- Resource Guide

Obligations and Responsibilities of Boards of Trustees

As public agents authorized by the state, the members of the board of trustees (board) of a charter school are responsible for governing the school and hold the charter for the school, as it is granted by the Board of Elementary and Secondary Education (BESE). **A strong board defines the mission of the school, develops school policies and changes them when appropriate, hires qualified personnel to manage the school's day-to-day operations and holds them accountable for meeting established goals, and formulates a long-range plan and charter school accountability plan that will ensure the school's continued stability.**

In addition to its many other responsibilities, the board must ensure that the school is complying with all of the state and federal laws that apply to the school and that the school is operating in accordance with its charter and with any approved amendments to its charter.

Finally, the board itself must operate in accordance with Massachusetts laws and regulations. Upon beginning service on a board and each year thereafter, each trustee must meet a number of legal requirements set forth by the Commonwealth. The Department of Elementary and Secondary Education (Department) has developed an online management system ([Board Member Management System](#)) to distribute, collect, and maintain records of the completion of these requirements by active board members.

State's Performance Criteria for a Charter School Board of Trustee

Criterion 9: Governance

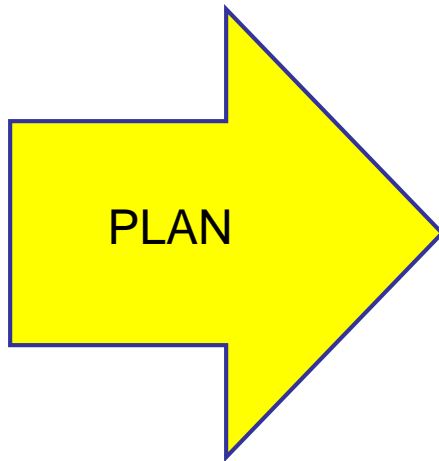
- Members of the board of trustees act as public agents authorized by the state and provide competent and appropriate governance to ensure the success and sustainability of the school.

Key indicators include but are not limited to:

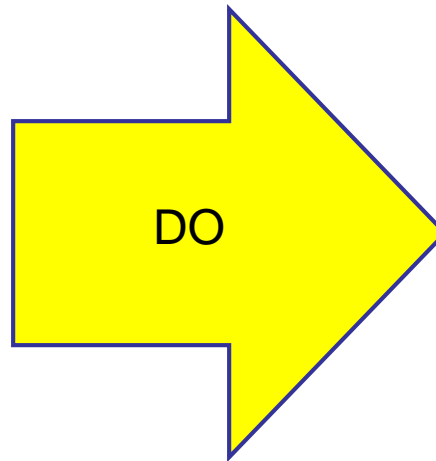
1. Board members are active and engaged; know and fulfill their legal responsibilities and obligations; exercise their fiduciary duties of care and loyalty; comply with the board's bylaws; and always act in the best interests of the school.
2. The board has clear and well-understood systems for decision-making and communication processes; board meetings are designed to foster open, deliberate, and thorough discussions to facilitate and ensure public accountability.
3. The board demonstrates appropriate oversight of the charter school administration, financial health, progress towards meeting academic and other school goals, and alignment with the mission and other terms of the charter, without managing the day-to-day operations of the school. This includes hiring, evaluating, and removing, if necessary, qualified personnel or management organization (if applicable) to manage the charter school's day-to-day operations and holds these parties accountable for meeting specified goals;
4. The board engages in strategic and continuous improvement planning by setting, and regularly monitoring progress relative to, priorities and goals that are aligned with the school's mission, vision, and educational philosophy. This includes ensuring sustainability of the school by establishing clear processes for board and school leadership succession; and recruiting, selecting, orienting and training members with skills and expertise that enables the board to sustain an excellent school.

Best Practices for Chairs

The purpose is to provide tips & techniques on chairing an effective meeting to assist you in your role as Meeting Chair



- Clear Meeting Objectives
- Standard Day and Time
- Agenda and Supporting Materials
- Adhere to Roberts Rules of Order



- Effectively Chair and Facilitate Meeting
- Lead the Group
- Actively Listen
- Keep Meeting on Track
- Create Motions and Take Votes
- Represent the School with your Leadership Actions



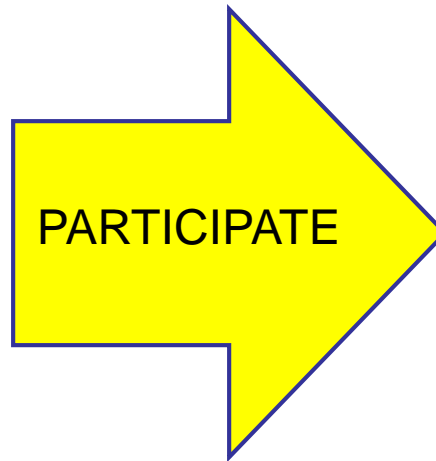
- Review Key Outcomes and Prepare for Next Meeting
- Evaluate Effectiveness
- Action Next Steps
- Incorporate Opportunities for Improvement

Best Practices for Board Members

The purpose is to provide tips & techniques on being an effective Board Member



- Send agenda items to the Chair prior to meeting
- Pre-review agenda and Supporting Materials
- Adhere to Roberts Rules of Order



- Actively Listen
- Actively Participate
- Keep Meeting on Track
- Volunteer to be on a sub-committee or an officer role
- Don't conduct Business Outside of Meeting



- Review Key Outcomes and Prepare for Next Meeting
- Follow-up on assigned actions
- Be an ambassador for the school "on and off" the clock

Resource Guide

Resource	What it's used for
MCCPS Charter	Written contract approved by the state that outlines the school's mission, objectives and governance of the school (https://tinyurl.com/MCCPSBoard)
ByLaws	Provides the framework for effective governance Outlines general guidelines for the way the board operates Not intended to delineate operating procedures, and should provide the big picture guidance around the structure and procedures of the Board (https://tinyurl.com/MCCPSBoard)
Open Meeting Law (OML)	To ensure transparency in the deliberations on which public policy is based. Because the democratic process depends on the public having knowledge about the considerations underlying government action, the OML requires, with some exceptions, that meetings of public bodies be open to the public. (https://tinyurl.com/MCCPSBoard)
Roberts Rules of Order	Parliamentary procedure for meetings; the standard for facilitating discussions and group decision making https://tinyurl.com/MCCPSBoard