YOUR JOB AS A BOARD MEMBER & HOW TO DO IT WELL

JOHN TARVIN

SESSION3 - WED, JUNE 20, 2012
4:00 – 5:15
Agenda

1) INTRODUCTIONS  5 MINUTES
2) CHARTER UNIQUENESS  5 MINUTES
3) EFFECTIVENESS & PITFALLS  15 MINUTES
4) 8 BEST PRACTICES  20 MINUTES
5) GOVERNANCE VS. MANAGEMENT  10 MINUTES
6) BOARD EVOLUTION  10 MINUTES
7) QUESTIONS AND ANSWERS  10 MINUTES
Governance is Governance

- Basic Board Work
- Standard Practices
- Governance Versus Management
- Varying Quality
- Founder’s Syndrome
How Charters Differ

- Public Institutions and Public Funds:
  - Higher levels of visibility
  - Higher scrutiny
  - Higher levels of accountability

- Requires:
  - More transparency
  - Specific metrics
How Board Service Differs

- **More Intense Commitment Than Nonprofits**
- **Board Members Must:**
  - Have substantial time to commit to board service
  - Understand fully and be strongly committed to the school’s mission
  - Understand that board membership is not titular in nature; they are joining a working board
Is Your Board Highly Effective?

- **COMMITMENT TO MISSION**
- **COLLECTIVE VISION**
- **CHARTER PROMISES**
- **CLEAR ROLES AND RESPONSIBILITIES**
- **GOVERNANCE VS. MANAGEMENT**
Is Your Board Highly Effective?

- **RESULTS FOCUSED**
- **STRUCTURE & COMPOSITION**
- **STRATEGIC FOCUS IN MEETINGS**
- **LEADER INVOLVED IN GOVERNANCE**
- **PARTNERSHIP – LEADER/BOARD**
Pitfall #1: Did You See “Speed”?

- **NOT ENOUGH PEOPLE ON THE BUS**
- **WRONG PEOPLE ON THE BUS**
- **DON’T KNOW HOW TO DRIVE A BUS**
- **ONLY ONE LICENSED DRIVER**
- **ALL LICENSED, BUT NO DRIVERS**
- **WE NEED A GPS**
Pitfall #2: Lack of Accountability

- Financial Oversight
- Leader Oversight and Development
- Urgency
- Resource Development
- Board Development
Best Practice #1: Find the Right Board Members

- **SKILL SETS**
  - Finance, Legal, HR/Personnel, Fundraising, Advocacy, Governance, Educational Expertise

- **QUALITIES**
  - Passion for Mission, Time, Work in Groups, Sense of Humor

- **DIVERSITY**
  - Ethnicity, Gender, Age, Geography, Religion, Social Economic

- **SKILLS/DIVERSITY MATRIX**

- **TEST MEMBERS ON COMMITTEES**
Best Practice #2: Be Cautious with Stakeholders

- Parents
- Teachers
- Students
- Community
Best Practice #3: Recruit Well and Boldly

- 11-15 Members with critical skills
- More than 50% Governance experience
- Several with tangible community ties
- Mission and culture fit
- Time to give to an entrepreneurial endeavor
Best Practice #4:
Know Your Role

- **GOVERNOR**
  - Attend 10 board meetings & annual board retreat

- **AMBASSADOR**
  - Host a “learn about School” event at work/home

- **SPONSOR**
  - Give personal gift to best of your ability
  - Find 3 items for the auction

- **CONSULTANT**
  - Actively serve on one committee
Best Practice #5: Engage Dynamic Leadership

**THE RIGHT CHAIR**
- Group facilitation and process skills
- Not a lone ranger
- Get feedback on chair’s facilitation skills

**TIP**
- One year term for officers

**ED PROVIDES LEADERSHIP TO THE BOARD**
- Integral part of the job
- PD for leader around governance
Best Practice #6: Hold Yourselves Accountable

- Job Descriptions
- Attendance Tracking
- Accountability/Reporting
- Annual Goal Setting
  - Board and ED
- Evaluate the ED!!

The High Bar - www.reachthehighbar.com is the primary source for slide content.
Best Practice #7: Make Committees Matter

- Committee work happens between board meetings
- Committees have annual approved work plans
- Report progress against goals at each meeting

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Best Practice #8: Run Great Meetings

- Link Agenda Items to Goals
- Only Discuss The Strategic
- Stick to Agenda
- Send Out Packets Early
- Do Not Automatically Do Committee Reports
Best Practice #8: Run Great Meetings

- Respect Time – Have Timekeeper
- Stop Long-Winded Ed or Committee Reports
- Evaluate Your Effectiveness

Show me a bad meeting, I’ll show you a bad board!
## Governance vs. Management

### Who Does What?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Board</th>
<th>Management</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Direction</td>
<td>Input</td>
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<tr>
<td><strong>Management</strong></td>
<td>Oversight</td>
<td>Operational</td>
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<td><strong>Resources</strong></td>
<td>Development</td>
<td>Use</td>
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<tr>
<td><strong>Staffing</strong></td>
<td>Leader</td>
<td>All Others</td>
</tr>
<tr>
<td><strong>Student Achievement</strong></td>
<td>Own Results</td>
<td>Produce Results</td>
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# Design of the Partnership

<table>
<thead>
<tr>
<th>Policies</th>
<th>Time and Attention Graph</th>
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<tbody>
<tr>
<td><strong>Strategic</strong></td>
<td>Board’s Decision</td>
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<tr>
<td>• Effective Governance Practices</td>
<td></td>
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<tr>
<td>• HOS Support/Evaluation</td>
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<tr>
<td>• Mission</td>
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<tr>
<td>• Strategic Planning/Thinking</td>
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<tr>
<td>• Sustainability/Survival/Growth</td>
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<tr>
<td><strong>Partnership</strong></td>
<td>Shared Decisions: Board &amp; Head</td>
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<tr>
<td>• Legal Compliance</td>
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<tr>
<td>• Resource Raising &amp; Use</td>
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<tr>
<td>• Enrollment Policies</td>
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<td>• Employment Terms</td>
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<tr>
<td><strong>Operational</strong></td>
<td>Head’s Decision</td>
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<tr>
<td>• Admissions</td>
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<tr>
<td>• Day to Day Policies &amp; Procedures</td>
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<tr>
<td>• Program Development/Support</td>
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<tr>
<td>• Staff Hiring, Evaluation, Separation</td>
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Adapted from Peter J. McDonald, Headmaster at Eagle Hill School, in address to NAIS & TABS
## Decision Making

<table>
<thead>
<tr>
<th>O = Operational</th>
<th>P = Partnership</th>
<th>S = Strategic</th>
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<tbody>
<tr>
<td>Leader</td>
<td>Board and Leader</td>
<td>Board</td>
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<thead>
<tr>
<th>Decision</th>
<th>O = Operational</th>
<th>P = Partnership</th>
<th>S = Strategic</th>
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<tbody>
<tr>
<td>Dropping a language requirement</td>
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<td>Developing the budget</td>
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<td>Approving the budget</td>
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<td>Changing a graduation requirement</td>
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<td>Approving a policy to permit out-of-country travel</td>
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<td>Changing the discipline code</td>
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<td>Introducing sex education program</td>
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<td>Expanding the enrollment</td>
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<td>Changing the length of the school day</td>
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<td>Introducing a new sport</td>
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<td>Expelling a student</td>
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<td>Hiring a psychiatric consultant</td>
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<td>Firing a teacher for alcohol abuse</td>
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<td>Install a new process for evaluating teachers</td>
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<td>Hiring an extra teacher</td>
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<td>Responding to parent complaint</td>
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<td>Select a new math text book series</td>
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<tr>
<td>Introducing a new dress code</td>
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<tr>
<td>Life Cycle</td>
<td>Yrs</td>
<td>Members</td>
<td>Focus</td>
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| Founding/Start Up          | 0 -2| 7 - 9   | • Compliance  
• Culture  
• External Relations/Recruitment  
• Facilities  
• Leadership  
• Operations  
• Program Development          |
| Governing/Adolescent       | 3 - 6| 9 - 13  | • Achievement Results  
• Leadership  
• Board Evolution  
• Facilities  
• Renewal          |
| Sustaining/Maturity        | 7 + | 11 - 15 | • Advocacy  
• Continuous Improvement  
• Dissemination  
• Leadership  
• Resource Expansion  
• Strategy/Replication |
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<thead>
<tr>
<th>Life Cycle</th>
<th>Skill Sets</th>
<th>Committees/Task Forces</th>
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<td><strong>Founding/Start Up</strong></td>
<td>• Governance Experience</td>
<td>• Academic/Education</td>
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<td>• Financial Acumen</td>
<td>• Governance/Trustee</td>
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<td></td>
<td>• Education Knowledge</td>
<td>• Finance</td>
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<tr>
<td><strong>Governing/Adolescent</strong></td>
<td>• Community Relations</td>
<td>• Development</td>
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<td>• External Affairs</td>
<td>• Facilities</td>
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<td>• Leader Evaluation</td>
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<td>• Human Resources</td>
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<td>• Legal</td>
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Q & A

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