



Investment Partner in Renaissance 2010

2009 New Ventures in Education Seminar Series:
Board Governance

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Creating a New Market of Public Education

Marci Cornell-Feist
Meetinghouse Solutions
82 Shaker Road, Harvard, MA
marcicf@charter.net
www.meetinghousesolutions.com

Agenda

- ▶ Effective School Governance 101
- ▶ Common Mistakes of a Founding Board
- ▶ The Role of Governance in New School Development
- ▶ Board Structure
- ▶ Board Composition
- ▶ Finding, Recruiting, and Retaining Board Members
- ▶ Resources

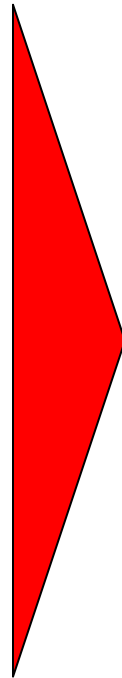
Please note: Many of the examples that follow are from the charter school context. We will use these as a baseline and talk about how they should be adapted for your specific governance model.



A strong governing board is key to the success of a school

Governance Defined

- ▶ An organized group of volunteers who are legally and morally accountable to the community for the health and effectiveness of the organization
- ▶ The primary force pressing the organization to the realization of its opportunities for service
- ▶ Oversees legal responsibilities, general oversight of the organization, planning and policy-making, and fiduciary requirement
- ▶ The Board only has authority as a group



Keys to Success

- ▶ Strong membership
- ▶ Clear goals and expectations
- ▶ Prioritized focus
- ▶ Effective structures
- ▶ Effective roles



Effective School Governance 101



Lessons Learned in the Creation of School Governing Boards (1 of 3)

Key Lessons	
Clarity of Purpose	<ul style="list-style-type: none"> ▶ Be clear what you want this board to do and what you don't want it to do ▶ Write a clear job description that details the expectations for the full board as well as individual trustees ▶ Set the board up to focus on results and govern—rather than dealing with management issues
Understand what you promised to deliver	<ul style="list-style-type: none"> ▶ Developing clear and consistent ways to measure this
Be prepared to govern for what matters most:	<ul style="list-style-type: none"> ▶ The academic success of every student ▶ Effective oversight of the financial health of the school ▶ Support, guidance and evaluation of the school leader



Lessons Learned in the Creation of School Governing Boards (2 of 3)

Key Lessons	
Right People on the Bus: Selection of Board Members	<ul style="list-style-type: none">▶ Passionate, unwavering belief that every child deserves a high quality education and can achieve this regardless of their background or personal circumstances▶ Lack of personal agenda▶ Time to devote to serving on a hands-on, “working” board▶ Patience, a sense of humor, entrepreneurial spirit, strong people skills▶ Brings a concrete skill to the board—target areas should be finance, academic oversight, organizational development, fundraising, community connections, etc.▶ Ideally the board should bring skills that the staff of the school will never have – the board’s skills should be complementary



Lessons Learned in the Creation of School Governing Boards (3 of 3)

Key Lessons	
Selection / Not Election	<ul style="list-style-type: none">▶ Ability to select board members is essential
Perspective not Representation	<ul style="list-style-type: none">▶ Board represents the public as a whole, the taxpayer base, not the direct consumer's of the product
An exceptional board chair is key	<ul style="list-style-type: none">▶ The most important skill for a chair is group facilitation skills



It is absolutely critical to the success of a school that there is a strong governing board

Key Lessons

- ▶ Effective Governance Hinges on a Board-Savvy School Leader
- ▶ Develop a Healthy Respect for Governance vs. Management
- ▶ “A good board is a victory not a gift”



The following components are necessary to have a successful school governing board

Top 10 Characteristics of a Highly Effective School Governing Board

1. Passionate, unwavering belief in the school's mission and core values
2. Clarity of collective vision – where the school is and where it wants to be in the future
3. A firm understanding of the school's promises and a clear, consistent way to measure them
4. Clarity of roles and responsibilities
 - ▶ Role of the full board
 - ▶ Role of individual board members
 - ▶ Role of committees
 - ▶ Role of the School Leader
5. Demonstration of a clear understanding of the difference between governance and management
6. Focus on results
7. The right structure
 - ▶ Board size
 - ▶ Composition
 - ▶ Committee structure
 - ▶ Officers
8. Board meetings – focused on strategic questions not just reporting
9. A School Leader who assists in the creation of effective governance
10. A strong partnership between the board and the School Leader that is built on mutual trust and respect



Common Mistakes of a Founding Board



When creating a founding board, it is important to be cognizant of many of the typical mistakes often made (1 of 3)

Typical School Founding Board Mistakes	
Category	Example
Original Board Composition	<ul style="list-style-type: none"> ▶ Lack level of objectivity, by being close personal friends and colleagues of the lead founder ▶ Comprised of board members who were placed on the board to “lend their names and credibility” and generally are not prepared to carry out the hard work of governing a start-up school ▶ Unclear about the time commitment needed to govern a start-up school ▶ Lack the right mix of skill sets and tangible ties to the community
Board Size	<ul style="list-style-type: none"> ▶ High functioning school governing board needs to be 11-15 people; this will allow for public credibility, the right mix of skills, and enough people to have functioning committees capable of accomplishing significant work in between meetings
Lack of functioning committees	<ul style="list-style-type: none"> ▶ One of the key transitions that needs to take place as the board moves from a founding board to a sustainable governing board is having functioning committees ▶ In the founding phase it is often necessary to do most of the work as a committee of the whole ▶ By the end of the first year of operations it is imperative that functioning committees emerge to tackle strategic issues in greater depth, and with specific expertise, than the full board will have time for
Lack of previous governance experience	<ul style="list-style-type: none"> ▶ Many founding boards run into problems because they do not have enough board members with previous governance experience and because their school leader has no previous governance experience ▶ In addition, the school leader needs to have the time and the desire to assist in creating effective governance
Being too dependent on a lead founder	<ul style="list-style-type: none"> ▶ The founding of most schools is led by one dynamic individual. Sometimes this person is the chair of the board, but more often than not they become the Executive Director or Head of School ▶ The board needs to transition to taking the lead in partnership with this leader and to ensure that they are not just being led by, or solely reacting to the direction of this leader



When creating a founding board, it is important to be cognizant of many of the typical mistakes often made (2 of 3)

Typical School Founding Board Mistakes	
Category	Example
Having difficulty adding non-founders to the board	<ul style="list-style-type: none"> ▶ It takes a tremendous effort to create a new school application and to get approved ▶ Many founding board members put in an incredible amount of time to make the approval happen and in the process create an expectation of such a significant time commitment that it becomes impossible to find non-founders willing to join the board ▶ Sometimes the founding board is such a tight knit group that it is hard for new board members to fit in and find ways to contribute
Not understanding the charter, contract and/or accountability agreement	<ul style="list-style-type: none"> ▶ Too often the charter, contract and/or accountability agreement is the vision of one lead founder and the rest of the board understands only the biggest brush strokes of the agreement ▶ Every board member needs to understand the school's promises, the methods proposed to deliver the promises, and have a clear sense of how these promises will be measures
Not having a clear plan to conduct oversight of the academic program	<ul style="list-style-type: none"> ▶ An effective school governing board is <u>not</u> comprised primarily of educators; it should have a few people with broad educational management experience, but needs to primarily have the skills that the school staff will never have ▶ Although most of the board members are non educators, they need to fully understand the academic plan and partner with the school leader to develop a clear and consistent way to measure academic performance



When creating a founding board, it is important to be cognizant of many of the typical mistakes often made (3 of 3)

Typical School Founding Board Mistakes	
Category	Example
Underestimating the amount of fundraising that needs to happen and the board's role in fundraising	<ul style="list-style-type: none"> ▶ Most urban charter/contract schools need to raise a significant amount of private funds to augment the school's per pupil funds ▶ Fundraising supports facility acquisition and renovation, after school programming, tutorials, and summer programs –all the “value-added” services needed to take students performing significantly below grade level to a point where they are at or above grade level
Lack of urgency	<ul style="list-style-type: none"> ▶ It is important for founding boards to know that experience tells us if a new school is not excelling by its third year, it probably won't get there ▶ You only have one chance to form a strong culture of accountability and academic success ▶ It is important to be relentless from the get go! Learn from the most successful schools that have gone before you



The Role of Governance in New School Development



Expectations of a board member

- ▶ **Governor:** Fulfilling governance functions
- ▶ **Ambassador:** Reaching out to the community
- ▶ **Sponsor:** Giving time and money
- ▶ **Consultant:** Using skills and expertise on behalf of the organization



The board will have a common focus on the ten basic governance responsibilities (page 1 of 2)

Ten Basic Responsibilities of a Nonprofit Board <i>Adapted from Board Source, formerly the National Center for Nonprofit Boards</i>	
Determine the organization's mission and purpose	<ul style="list-style-type: none"> ▶ Create and periodically review the mission statement ▶ Understand and support the mission statement in organizational planning, decision making, and setting priorities
Select the Chief Executive	<ul style="list-style-type: none"> ▶ Reach consensus on the Executive Director's job description ▶ Undertake a careful search process to find the most qualified individual ▶ Oversee and approve contract negotiation and renewal
Support the Chief Executive and Assess His or Her Performance	<ul style="list-style-type: none"> ▶ Provide frequent and constructive feedback ▶ Assist when board members overstep prerogatives or misunderstand their roles ▶ Compliment for exceptional accomplishments ▶ Provide for an annual written performance review with a process agreed upon with the Executive Director
Ensure Effective Organizational Planning	<ul style="list-style-type: none"> ▶ Approve an annual organizational plan that includes concrete, measurable goals consistent with the charter
Ensure Adequate Resources	<ul style="list-style-type: none"> ▶ Approve fundraising targets and goals ▶ Assist in carrying out development plan ▶ Make an annual gift at a level that is personally meaningful



Ten basic board governance responsibilities (page 2 of 2)

Ten Basic Responsibilities of a Nonprofit Board <i>Adapted from Board Source, formerly the National Center for Nonprofit Boards</i>	
Manage Resources Effectively	<ul style="list-style-type: none"> ▶ Approve the annual budget ▶ Monitor budget implementation through periodic financial reports ▶ Approve accounting and personnel policies ▶ Provide for an independent annual audit by a qualified CPA ▶ Ensure adequate insurance to cover students, staff, visitors, the board and school assets
Determine, Monitor, and Strengthen the Organization's Programs and Services	<ul style="list-style-type: none"> ▶ Assure programs and services are consistent with the mission and the charter ▶ Approve measurable organizational outcomes ▶ Approve annual, attainable board and management level goals ▶ Monitor progress in achieving the outcomes and goals ▶ Assess the quality of the program and services
Enhance the Organization's Public Standing	<ul style="list-style-type: none"> ▶ Serve as ambassadors, advocates and community representatives of the school ▶ Ensure that no board member represents her/himself as speaking on behalf of the board ▶ Provide for a written annual report and public presentation ▶ Approve goals of an annual public relations program
Ensure Legal and Ethical Integrity and Maintain Accountability	<ul style="list-style-type: none"> ▶ Establish policies to guide the school's board members and staff ▶ Develop and maintain adequate personnel policies and procedures ▶ Adhere to the provisions of the school's bylaws and articles of incorporation ▶ Adhere to local, state and federal laws and regulations that apply to the school ▶ Ensure compliance with all federal state and local government regulations
Recruit and Orient New Board members and Assess Board Performance	<ul style="list-style-type: none"> ▶ Define board membership needs in terms of skill, experience and diversity ▶ Cultivate, check the credentials of and recruit prospective nominees ▶ Provide for new board member orientation ▶ Conduct an annual evaluation of the full board and individual trustees

An accurate and realistic job description is essential for recruiting the members who will be a good match for the board

Board Job Descriptions

- ▶ Job Description for the Full Board
- ▶ Individual Performance Expectations
- ▶ Board Member Agreement

See sample Governing Board (pages 13 – 14) and Founding Board job descriptions (pages 17 - 19) and Board Member Agreement (page 16) in Samples packet

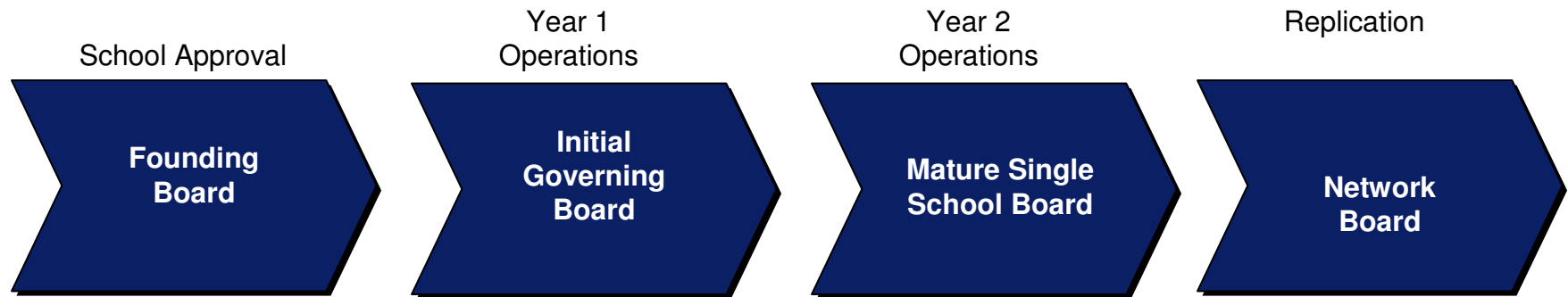


Board Structure



The board evolves as a school progresses from the design phase to established operations

Timeline for Recruiting Board Members



Size: 5-7 members 7 – 11 members 11-15 members 11-15 members

- Focus:**
- ▶ Start-Up Issues
 - ▶ Facilities
 - ▶ Transitioning to Governing
 - ▶ Oversight of the Here & Now
 - ▶ Creating the Future
 - ▶ Creating the Future
 - ▶ Sustainability



Several key decisions must be made when structuring the governing board

Board Structure

- ▶ Board Size
- ▶ Officers
- ▶ Term Limits
- ▶ Committees
- ▶ Which committees?

See sample Officer descriptions (pages 23 – 31) and Committee descriptions (pages 34 – 37) in Samples packet



Defining the roles and characteristics of the main officers is essential to the recruitment process

Officer	Role	Characteristics of Strong Candidates
Chair	The chair is the senior volunteer leader of the School who presides at all meetings of the Board of Trustees	<p>Strong group facilitation skills</p> <p>Works well with the School Leader</p>
Vice Chair	The Vice Chair is the secondary volunteer leader of the School assists the Chair in carrying out essential duties	<p>Strong group facilitation skills</p>
Treasurer	Provides direction for the financial management of the school and facilitates the board in meeting its financial oversight responsibilities	<p>An understanding of the record keeping, accounting systems, and financial reports.</p> <p>An ability to focus on both the short-term and long-term financial health of the organization.</p>
Secretary	Provides direction for the keeping of legal documents including minutes of all meetings of the board of the school	<p>An understanding of the required record keeping and the laws of the jurisdiction (city, state) in which the school operates.</p> <p>A capacity for attention to detail.</p>



Appropriate committees also need to be defined prior to the recruitment process

Board Committees	
Committee	Description
Academic Excellence	<ul style="list-style-type: none"> ▶ In partnership with School Leader <ul style="list-style-type: none"> – Define academic excellence – Define academic success – Devise clear and consistent measures to monitor progress towards academic goals
Finance	<ul style="list-style-type: none"> ▶ In partnership with School Leader and Chief Financial Officer (CFO) <ul style="list-style-type: none"> – Create annual budget – Present budget recommendations to the Board – Monitor implementation of the approved budget on a regular basis – Recommend proposed budget revisions – Recommend to the Board appropriate policies for the management of the charter school's assets
Governance	<ul style="list-style-type: none"> ▶ Identify, recruit, nominate trustees ▶ Conduct Board orientation, training, and evaluation
Development (Fundraising)	<ul style="list-style-type: none"> ▶ Raise non-grant funds to meet the budgeted needs of the school



Board Composition

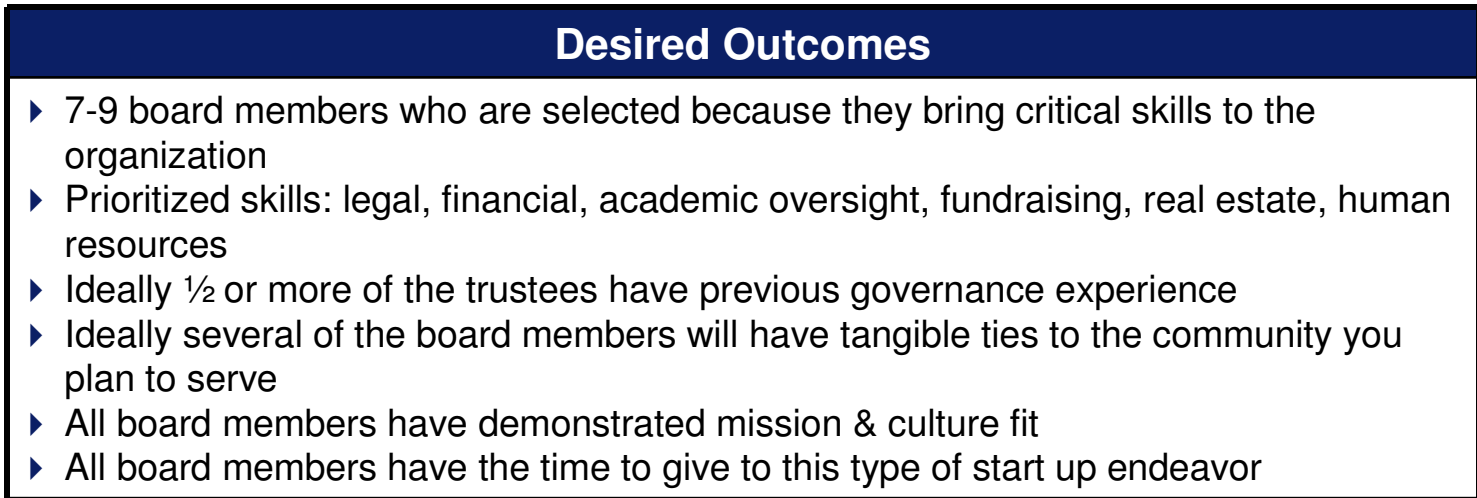
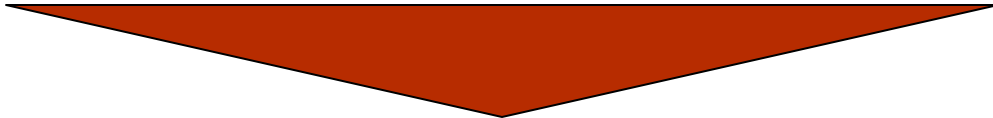
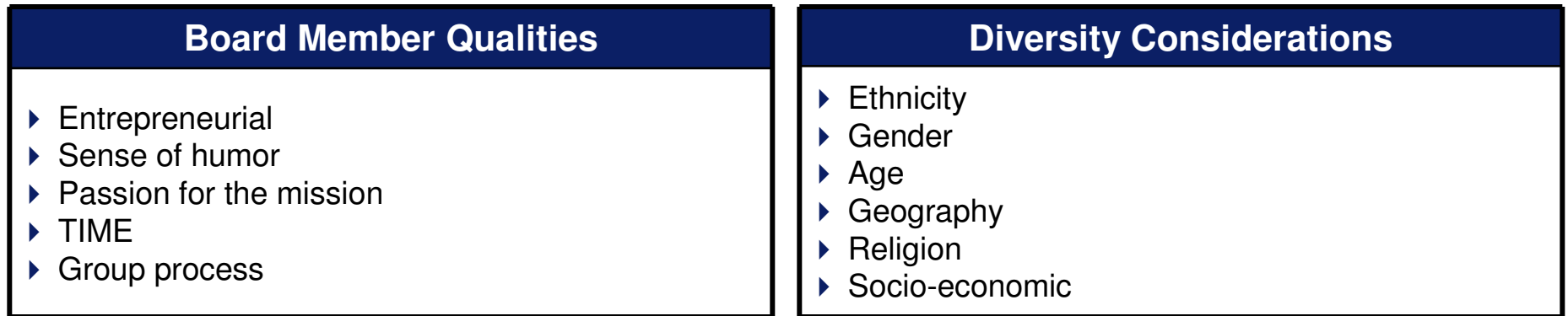


A strong board requires a focus on critical skill sets

Prioritized Skills	
Skill	Description
Finance	<ul style="list-style-type: none"> ▶ Involved in oversight and strategic planning of a multi-million dollar budget ▶ Accounting expertise
Facilities—acquisition, build out, financing	<ul style="list-style-type: none"> ▶ Architect, Facility Financing, Contractor
Legal	<ul style="list-style-type: none"> ▶ General law, not the legal counsel of the school
Human Resources, Personnel	<ul style="list-style-type: none"> ▶ Senior corporate or school network expertise in: <ul style="list-style-type: none"> – Evaluation – Personnel Policies
Fundraising	<ul style="list-style-type: none"> ▶ Large gift donors ▶ Corporate sponsors
Education	<ul style="list-style-type: none"> ▶ New school and start-up expertise ▶ Experience driving academic gains with similar populations
Previous governance experience	<ul style="list-style-type: none"> ▶ Has served on a nonprofit board



A balanced board will demonstrate effective interpersonal qualities and diversified perspective



It is important to determine how stakeholder input will be included

Role of Stakeholders

Determining Role of Stakeholders	
Steps	Key questions
Role Clarification	What will healthy, active, appropriate engagement of Parents, Teachers, Students & Community Members look like at your school?
Governance or Management	Who is responsible for stakeholder input at your school? Board or School Leader?
Councils/Advisories	Will there be a PTO, Community Council, other stakeholder engagement entities?
Board Seats	Will there be “seats” on your board for specific stakeholder groups?



Finding, Recruiting, & Retaining Board Members



Building a strong board requires relationship building and mutual understanding of school's and candidates' expectations

Timeline for Recruiting Board Members



- Tasks**
- ▶ Write job descriptions
 - ▶ Candidates
 - ▶ Referral sources
 - ▶ Advertising
 - ▶ Cold Calls
 - ▶ Be clear that the process is to evaluate fit and extend invite
 - ▶ Set expectations: job description
 - ▶ Have multiple touch points
 - ▶ Design quantifiable rubric
 - ▶ Evaluate each candidate for fit
 - ▶ Evaluate group of candidates against needs and diversity
 - ▶ Don't be afraid to decline members
 - ▶ Try members out on a committee first
 - ▶ Conduct new member orientation



Strong outreach is essential in the quest for appropriate board members

Method	Description	Examples
Referral Sources	<ul style="list-style-type: none"> ▶ People too close to you or the school to be effective on the board ▶ People who will want to work in the school ▶ Great connectors ▶ People that you know are too busy for your board but would like to help 	<ul style="list-style-type: none"> ▶ Local politicians who are supportive of your mission ▶ ED of a local nonprofit that you admire ▶ Local college and university presidents ▶ Chair of the local chamber of commerce board ▶ Anyone who is a great connector!
Advertise	<ul style="list-style-type: none"> ▶ Good Advertisement <ul style="list-style-type: none"> – Be as specific as possible –mention the skills you need, <u>time requirement</u> and other qualities – Use a phrase like “seeking board members, committee members and other volunteers” to give you an out if someone isn’t a good fit for the board ▶ Create a grading rubric to prioritize candidates ▶ Good Placement <ul style="list-style-type: none"> – TBD 	<ul style="list-style-type: none"> ▶ BoardNet USA www.boardnetusa.org ▶ Idealist www.idealists.org ▶ VolunteerMatch www.volunteermatch.org ▶ Local United Way Board Banks and Annual United Way Board Matchmaking Fairs ▶ College alumni networks ▶ Local chapters of affinity groups/professional groups for example: <ul style="list-style-type: none"> – Chicago Chapter of Hispanic MBAs – Massachusetts Bar Association’s Black Lawyers Association – Local Chapter of Returned Peace Corps Volunteers – Local Chapter of Association of Fundraising Professionals – NAACP

See Samples packet for more information on how to recruit Board members effectively (pages 39 – 41)



There are several key areas to explore when interviewing candidates for the board

Purpose

- ▶ The interview process will help you determine if the individual and your organization are a good match.
- ▶ You are NOT making commitments or extending invitations at this time.
- ▶ By maintaining this attitude during the interview, you will be able to gracefully direct the individual to a committee or volunteer activity in the event that she or he is not appropriate for a board position.
- ▶ Involve the individual in a dialogue so that you can get a sense if s/he would be a valuable resource to your organization.
- ▶ Ask the individual how familiar s/he is with the charter schools
- ▶ Ask the individual about his/her experiences with other nonprofit organizations.

Questions to Ask Candidates

- ▶ Skills & Expertise
- ▶ Teamwork and Group Participation
- ▶ Time and Energy
- ▶ Philosophical Alignment

See sample questions to ask Board candidates in Samples packet (pages 42 – 43) and in Appendix



Develop a quantifiable rubric to be used when evaluating a potential board member's fit with the organization

Try to be Objective

- ▶ Try to develop a quantifiable way to “grade” all candidates on the same key areas

See sample Rubric in Samples packet (page 44) and Appendix



Effective selection requires a focus on “fit”

- ▶ If they aren't a perfect fit, don't take them
- ▶ If you are unsure, start them on a committee see how they do and then move them up to the board
- ▶ It is recommended that your committees have non board members on them – this is a great way to build a “farm” team
- ▶ Some boards even require a one year or six month committee participation before becoming a full board member



A strong nominating process requires the right tools and leadership involvement

- ▶ Create a committee or taskforce
- ▶ Make sure to include the school leader – they should have veto power
- ▶ Develop tools to use with each candidate – job description, performance expectations, grading rubric, interview questions
- ▶ 1-2 board members plus school leader screen
- ▶ Then involve others
- ▶ Invite to a board meeting as an observer



A strong orientation process will ensure that board members are on the same page regarding the mission and goals of the board

- ▶ Conducted by the Board Chair, the School Leader & Chair of the Governance Committee
- ▶ In designing an orientation curriculum, it is important that the new member be provided with information that will help him/her address the major decisions and policy questions facing the charter school
- ▶ The orientation session should include:
 - Comprehensive review of the mission, vision and values of the school
 - The history of the Board and founding of the school
 - Roles and responsibilities of the board and the staff
 - The administrative calendar with the Board meeting schedule and other major activities of the Board
 - An organizational chart, including the list of current and planned committees
 - How the Board conducts meetings, including relevant actions from the Roberts' Rules of Order



Managing a board effectively is important for strengthening the organization

- ▶ Board Chair's Role
 - Excellent group facilitation skills
 - Strong team player
 - Time and ability to work well with the School Leader
- ▶ School Leader's Role
 - Time to be the “CEO” of the organization
 - Willingness to learn about governance & take an active role in creating a strong Board
- ▶ Board Meetings
 - Agenda Setting
 - Board Packets
 - Minutes

See sample Board Building Activities in Samples packet (page 45)



Resources



Resources for successful board governance

Resource	Description	Website
<i>Charter Schools Trustees Guide</i>, by Marci Cornell-Feist	A guidebook designed specifically for charter school board members in a Q&A format, contains tools, and sample documents. Only the tools are available on-line, the guidebook itself is available in hard copy.	www.meetinghousesolutions.com
The Board Café	A free, monthly electronic newsletter, short enough to read over a cup of coffee, the <i>Board Café</i> offers a menu of ideas, opinions, news, and resources to help board members give and get the most out of board service	www.boardcafe.org
Board Source	Formerly the National Center for Nonprofit Boards: the best source for national standards of effective governance	www.boardsource.org
Help4NonProfits	Excellent nonprofit library with very user-friendly articles	www.help4nonprofits.com



Appendix



When interviewing candidates for board positions you must sell your organization and ensure that they will be a good fit

Points to Cover

- ▶ Review your vision and reasons for wanting to found this school
- ▶ Discuss the charter application process, role of the founding board
- ▶ Describe the Recruitment Process clearly and carefully. Specifically:
 - Identifying skilled individuals who might wish to become involved in the organization
 - Review: This is a preliminary interview to determine if there is mutual interest and a good match between the individual's skills and needs and the organization's needs
 - You will put all the interview results together and by ____ date begin to target individuals for possible roles within the organization. By ____ date you will get back to the interviewee and determine next steps
- ▶ Review specific skills that you are seeking at this time
- ▶ Use this opportunity to identify other people
- ▶ Make sure you probe with the individual
 - Is she or he interested in working in some capacity with the organization?
 - Would she or he use her/his particular expertise on behalf of the organization?
 - Can the individual commit the time?
 - Do they believe in charter schools and school choice?
 - Are they entrepreneurial?
- ▶ Review your notes and prepare a recommendation.
- ▶ Based on the interview, how do you feel about the individual - both objectively and subjectively? Would the individual be an asset to the board; to a committee? Would the individual work well within the group process?
- ▶ Select the candidates to nominate. Those individuals are then contacted. Those interviewed who are not selected for board positions are invited to serve on a committee or work in some other capacity.



Key questions to ask about a candidate's teamwork and group participation

Teamwork and Group Participation

- ▶ What are the characteristics of effective groups?
- ▶ What qualities make some boards more effective than others?
- ▶ What do you see as the role of the ideal board member?
- ▶ When you are in a professional group, do you often change your mind on an issue about which you feel strongly? Can you think of any examples when this did or didn't happen?
- ▶ If your personal views were to come into conflict with a decision of the board of the school, what would you do?
- ▶ Would you be willing to make a financial contribution that was meaningful to you and the school if you were a member of the board?
- ▶ Describe an experience in which you had leadership responsibilities with a group. What worked? What did you learn about yourself?
- ▶ Describe your ideal approach to resolving conflict.
- ▶ Describe a situation in which you had a conflict with a team member, employee, or manager. What strategies did you use to resolve the conflict?
- ▶ Working on a board requires close teamwork amongst a group that is likely to bring diverse backgrounds and experiences. Can you describe an experience in which you worked with such a team? If not, how does this opportunity strike you?



Key questions to ask about a candidate's skills and expertise

Skills and Expertise

- ▶ What is your past governance experience? Do you believe the board you served on was effective? Why or why not?
- ▶ Where are you from? Neighborhood, School, Personal Story
- ▶ What work do you do right now? How might this work support the mission of this school?
- ▶ Why might you want to support this school? What unique contribution will you bring?
- ▶ What ideas if any do you have to leverage your networks and connections that could benefit the school?
- ▶ How might you advocate for the school publicly and privately?
- ▶ What would you do if the media or some local groups opposed the school?
- ▶ Off the top of your head can you think of any other individuals, businesses, or community groups that might be of benefit to our board? How can I contact them?
- ▶ Do you have any past issues or conflict of interests that could potentially interfere with your service on the board?
- ▶ Describe a project that you raised money for in the past. What were your goals and what was the outcome?
- ▶ I can see many things you would bring to this board, but what do you see yourself bringing to it?
- ▶ What do you hope to get out of being on this board?



Key questions to ask a candidate about a time and energy

Time and Energy

- ▶ What projects are you passionately committed to right now?
- ▶ What is your current work? How is it going? What do you like and dislike about it?
- ▶ Are you willing and able to commit at least ten hours a month to a cause you feel passionately about?
- ▶ Can you think of a recent example where you did just this?
- ▶ Do you have any other non-profit commitments that might be a higher priority than your work on the school? If so what are they?
- ▶ How many board positions do you currently hold? What conflicts would your service to this Board present?



Key questions to ask about a candidates philosophical alignment

Philosophical Alignment

- ▶ What does the ideal middle school look like?
- ▶ Where do your children go to school? Are you satisfied? Why or why not?
- ▶ What is right/wrong with education right now?
- ▶ What would you never want to see in this school?
- ▶ What do you like and dislike about the charter school idea?
- ▶ Do you think that we should hold children from poor urban backgrounds to college preparatory academic standards? What about students who are L.E.P. or have moderate disabilities?
- ▶ What do you believe about Renaissance 2010/new schools? Do you think they are good or bad for public education and the children they serve?
- ▶ Do you think public schools should be in the business of teaching character and civic education? Do you think that urban middle school students should be required to wear uniforms and be expected to learn in a highly structured and disciplined environment?
- ▶ What is the primary purpose of public schools?
- ▶ Describe your vision of an excellent public school?
- ▶ Why do you think so many inner city kids are not succeeding academically? What is needed to address these causes?
- ▶ Tell me about an experience or achievement from your own schooling that was particularly powerful for you?
- ▶ For the school we've discussed, 10 years from now, how would we know if it had been successful? What kind of measurable or appreciable results might we see that would have us know we had succeeded?



Sample quantifiable rubric to be used when evaluating a potential board member's fit with the organization

Relevant Expertise (<i>Please check only the two most relevant expertise</i>) <i>Please check only the TWO most relevant areas of expertise:</i>		
Strategic planning _____ Senior management/leadership _____ Accounting/finance _____ Fundraising _____ Legal _____ Marketing/PR _____ Governance _____ Facilities/Real Estate _____ Education _____ Politics/Connections _____ Community Representation/Organizing _____		
Area	Key Questions	Ratings
Relevant Expertise	<ul style="list-style-type: none"> ▶ Does the candidate have expertise relevant to a board position? ▶ Will her/his 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 s/he willing to share her/his expertise as a board member? 	Definitely Invite Probably Invite Unsure Probably Reject Definitely Reject
Teamwork	<ul style="list-style-type: none"> ▶ Will the candidate make a good team member? ▶ Is s/he open to hearing others' opinions and perspectives? ▶ Is s/he sensitive to group dynamics? ▶ Is s/he willing to put organizational needs before her/his interests & needs in making decisions? 	Definitely Invite Probably Invite Unsure Probably Reject Definitely Reject
Commitment	<ul style="list-style-type: none"> ▶ Is the candidate willing to devote her/his full energy and talent to the board? ▶ Is her/his understanding of her/his responsibilities as a board member aligned with our expectations? ▶ Does s/he have the time necessary to be an active board member? ▶ Even in the face of organizational challenges and difficulties, will the candidate remain committed to the organization? 	Definitely Invite Probably Invite Unsure Probably Reject Definitely Reject
Philosophical Alignment	<ul style="list-style-type: none"> ▶ Does the candidate believe in the mission and purpose of both our organization and the charter school movement? ▶ Will s/he make decisions based on alignment with the organizational mission, rather than based on personal needs and considerations? 	Definitely Invite Probably Invite Unsure Probably Reject Definitely Reject