

Board Life Cycle: Recruiting and Onboarding New Board Members and Succession Planning for Smooth Transitions



Elisa A. Falco, EVP of School Success
Jeff Homan, Senior Director of Education & Training



Board Development Process

- Establish a year-round **Governance Committee**
- Link board recruitment to the strategic plan
- Profile the current board
- Determine strategies to build board diversity
- Develop a list of prospective board members
 - * Volunteers at the school
 - * Prominent local organizations
 - * Higher education
 - * Service clubs
 - * Civic associations
 - * Alumni groups
 - * GCSA Board Bank
- Conduct orientation with interested candidates
- Select a slate of new members for voting



Recruiting: *Casting a wide net...*





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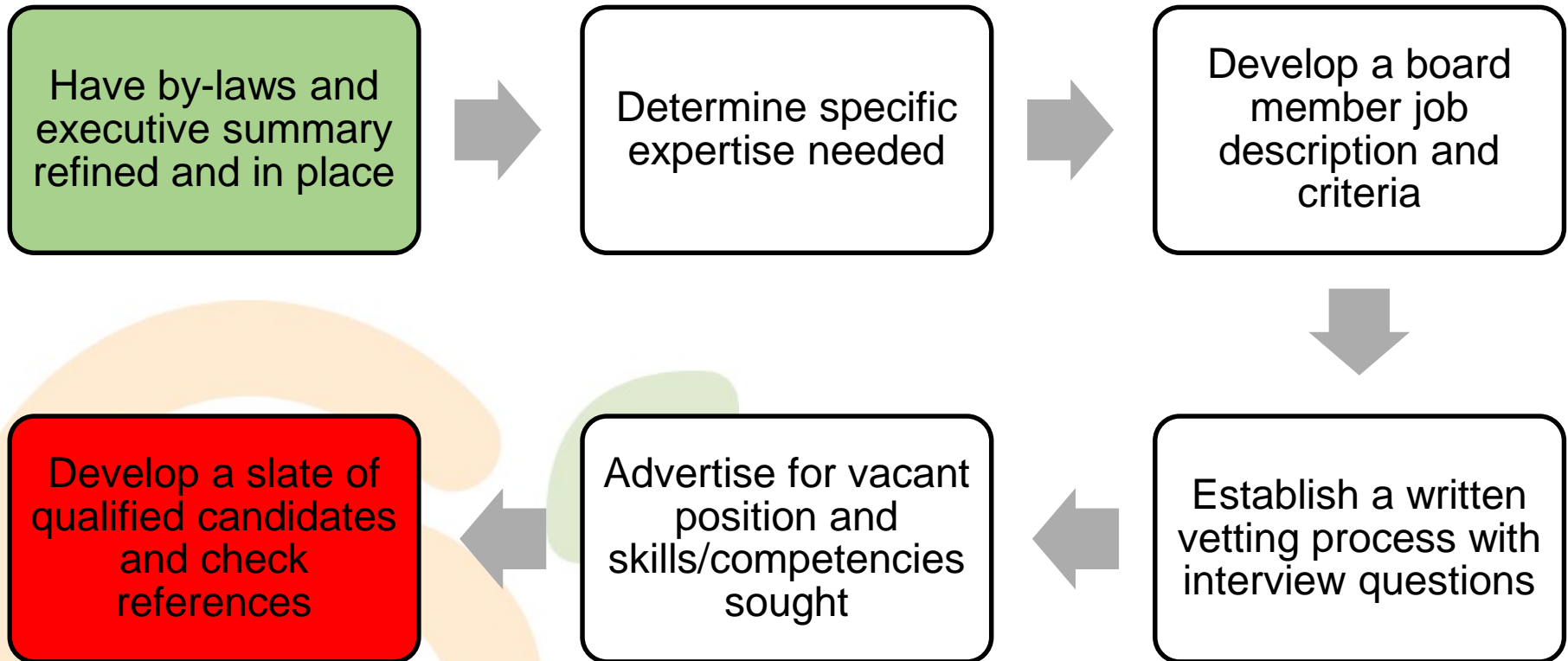
Documenting your practice-

What are your current board recruitment practices?

Have you used the following methods?

- **Join your local Chamber of Commerce**
- **Higher education**
- **Accounting Firms**
- **Law Firms**
- **Civic/Community Organizations**
- **Educator Networks and Professional Organizations**
- **Insurance Companies**
- **Rotary Club**
- **GCSA Board Bank**

Recruiting: *Process Map*





- *Orientation* – the process of giving people training and information about a new job, situation, etc.

In charter terms, orientation begins before a new board member is voted onto the board.



GCSA

Board Orientation Timetable

- Recruitment stage – vetting of possible board members, school tour & meeting with key stakeholders (before election)
- New member orientation – within one month of election, provide fundamentals training
- Assign a mentor – ideally have mentor in place upon election of new board member
- Mentor check-ins – during the first 3 months, mentor should check-in monthly to answer questions & provide guidance



- *Induction* – the formal act of placing someone in a new job, position, government office, etc.

In charter terms, induction of a new board member occurs upon approving the member to serve on the board.



Board Orientation and Training Manual

- Board meeting schedule for the year
- By-laws
- Board Policies
- Articles of incorporation
- Charter school contract
- Charter petition application
- Written plans for renewal if available
- Current budget / financial condition
- Last audit
- Strategic plan
- List of board members and affiliations



Board Orientation and Training Manual

- SBOE approved code of ethics statement (signed before board member is voted on)
- Conflict of Interest and Disclosure Statement
- Board member responsibilities
- Board member job description
- List of committees with chairs & members
- Committee meeting schedule
- Committee responsibilities
- Minutes for the previous year
- School's educational philosophy
- List and description of educational programs



Board Orientation and Training Manual

- School leader job description
- Organizational chart
- Leader Keys Evaluation System standards
- School leader performance review procedures
- Sample school newsletter/brochure
- Press articles on the school
- Decision making methods
- Data dashboard
- Calendar of important board decisions



Essential Questions to Answer for the New Member

- How does the educational program relate to the mission?
- Is the financial condition of the school sound?
- What sources of revenue does the school rely on?
- Describe the various stakeholders
- What is the current level of stakeholder satisfaction?
- How is the board structured and why?
- Are there descriptions of committees available?
- How does the board mitigate potential conflict?



Other Tips for a Sound Orientation Process:

- Have a written orientation / training plan
- Incorporate training into each regular meeting
- Mini seminars
- Study groups
- Committee rotation
- Succession planning
- Publications and conferences
- Peer education



Last Bit of Advice...

- Do not assume that all board members are working under the same assumptions about the roles and responsibilities of the board
- Share your philosophy of governance with new members
- Orientation is only a first step in preparation for effective governance
- Ask Jeff for an example of an exemplary “Onboarding Checklist” from one of our member schools



Succession Planning

Why is this so important for the success of your school and your governing board?



Objectives for Succession Planning:

To understand the connection between board composition and effective practice

To understand organizational succession planning

To obtain tools to plan for succession

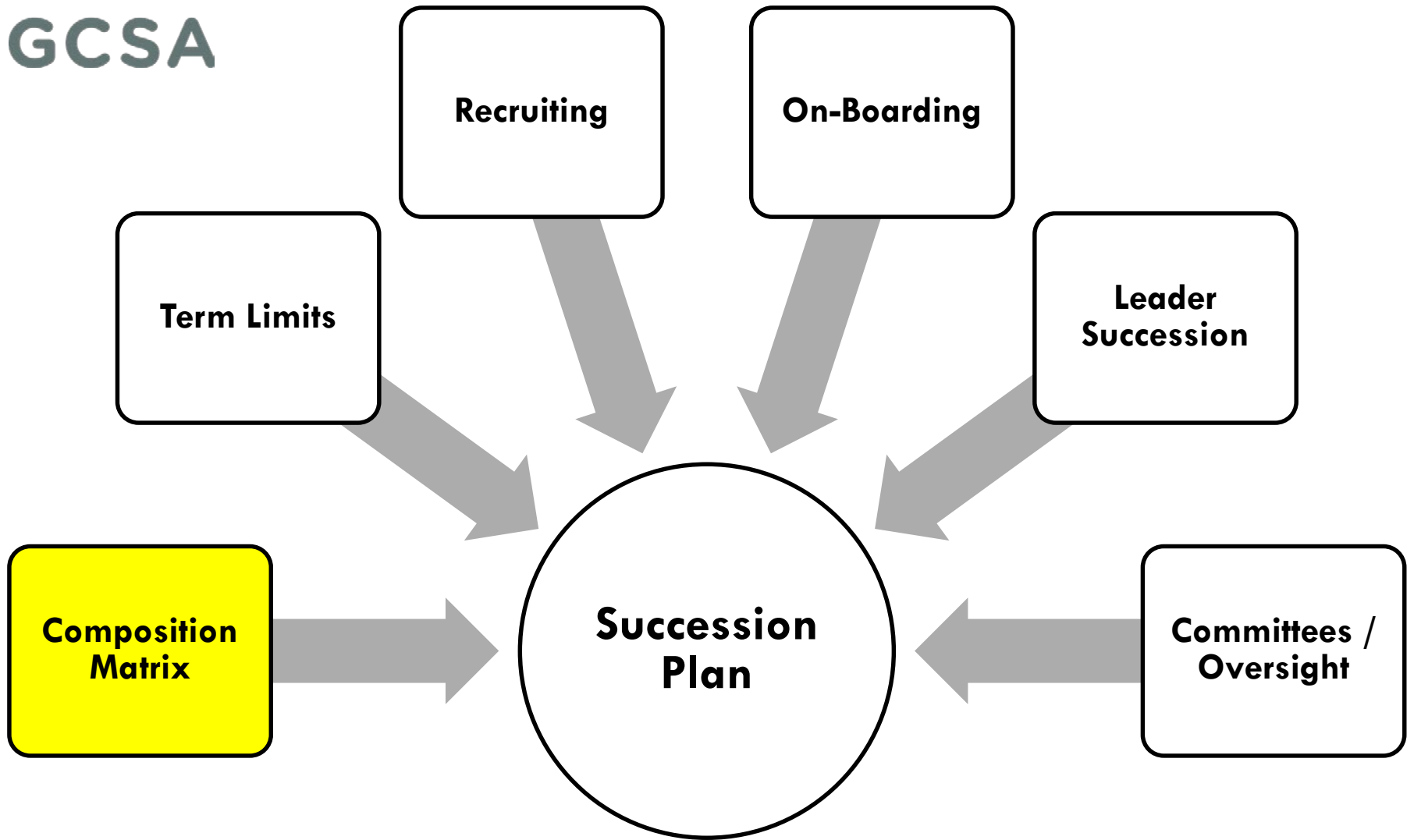
Reflecting on Your Current Practice

1. Does your school currently have a succession plan in place? If so, how was it developed? How is it monitored?
2. Aside from time, what are some barriers to developing a succession plan?
 1. Who is responsible for developing a succession plan?



Building a Board Composition Matrix

Name	Professional Expertise	Term Beginning / End	What Else?





Term Limits: *Best Practice*

Documenting your practice-

1. What is the purpose of term limits?
2. According to your bylaws, what are your board's term limits?
3. How often are officers elected?
4. How are vacancies filled? Is there a time limit?
5. What is the maximum amount of time a board member can serve on your board?
6. How often are your bylaws reviewed and revised?



Committee Work, Oversight, Compliance & *Board Transition*

How do you avoid uneven accountability through board transitions?

How do you ensure that compliance structures / systems remain in place when members roll off the board?



Charter School Leadership

How is leading a charter school different than leading other types of schools?



Leader Succession

Challenges:

- High turnover¹, out of 400 leaders surveyed, 71% reported that they planned to leave their school within five years
- Limited talent pool
- Non traditional paths to leadership
- Emergency (unplanned) transitions
- Blurred line between governance / mgmt.

Leader Succession

Considerations:

Leader Criteria -

- Skill set
- Experience
- Disposition
- Grit

Hiring / Onboarding
Process

Evaluation

Support & Capacity
Building

Board's
understanding of
actual organizational
performance



Jeff Homan

jhoman@gacharters.org

678-544-8152

Thank You!