

# Leader and Governance Roles and Responsibilities:

## The Educational Platypus

February 7, 2023



## Our Objectives

- ❑ Make the case how your role as Charter School Governing Board is a unique but critical role for student success.
- ❑ Refine the line between Governing Boards and School Administration.
- ❑ Disseminate appreciation for the precious and unique *Ornithorhynchus anatinus*.

# What is a Charter School Board?

- ☐ Elected School Board?
- ☐ Nonprofit Board of Directors?
- ☐ Corporate Board of Directors?
- ☐ Owners?
- ☐ Members?
- ☐ Managers?

# Role of a Charter School Governing Board

A state charter school governing board is responsible for the vision-setting, policymaking, and oversight of a local education agency (LEA) expected to provide a high-quality education to students with a multi-million dollar budget of public funding.

## Charter Contract

The charter contract for a state charter school is between the SCSC and the school's governing board – NOT the school leader or any school staff. As a result, the school's governing board is responsible for the responsibilities and obligations therein.

# Substantive Control

The Governing Board shall exercise substantive control over such areas as personnel decisions, financial decisions, curriculum and instruction, resource allocation, establishing and monitoring the achievement of school improvement goals, and school operations.

# Holding the School Leader Accountable

- ❑ While the Governing Board must exercise substantive control over the school's mission, vision, and allocation of resources, it is the School Leader's responsibility for the implementation of the governing board's directives.
- ❑ In turn, the governing board must hold the school leader accountable for fulfilling the governing board directives.

# Each Board MUST:

- ❑ Act as a trustee of public funds
- ❑ Ensure that the charter is fulfilled
- ❑ Support the mission and vision
- ❑ Uphold all governing documents, laws, bylaws and school policies
- ❑ Review relevant material before taking action
- ❑ Attend board and committee meetings regularly and ENGAGE
- ❑ **Uphold its Fiduciary Duties**



# Fiduciary Duty

A state charter school governing board has a fiduciary duty to the school – its students, staff, and community. Each member of a state charter school governing board must independently exercise his or her judgment with care, loyalty, and obedience.

# Revisiting the Charter Board


## The Charter School Governing Board:

- ☐ Sets the Mission and Vision of the School
- ☐ Exercises Substantive Control
- ☐ Relies on the Administration to Implement the Board's Directives
- ☐ Holds the Administration Accountable for Meeting Mission and Vision of the School



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I don't know what that means.



# Finding the Balance of Substantive Control

## **BOARDS** **(Governance)**

- ☐ Evaluate school and leader
- ☐ Set goals and create metrics for measurement
- ☐ Approve budget
- ☐ Create school policies
- ☐ Know local and state charter laws
- ☐ Fundraise for the school

## **LEADERS** **(Management)**

- ☐ Make Curricular Decisions
- ☐ Hire Staff
- ☐ Manage Day-to-Day Affairs
- ☐ Interact with Parents
- ☐ Report to the Board
- ☐ Implement the Board's Directives and Strategies

# Revisiting Substantive Control

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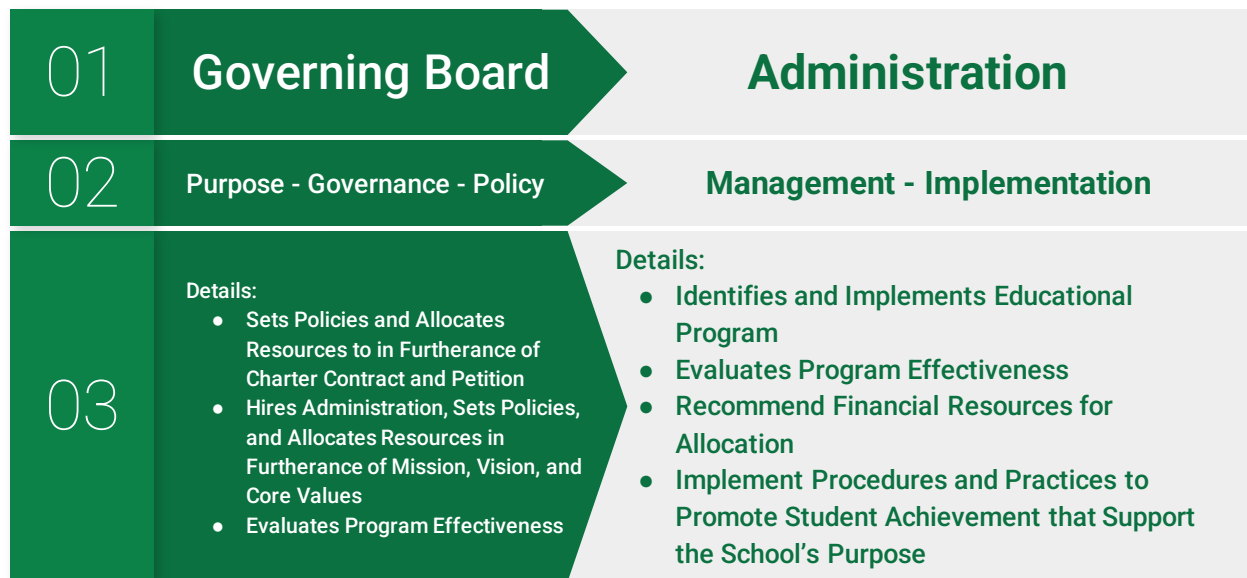
# Balancing Substantive Control of Personnel



# Balancing Substantive Control of Finances

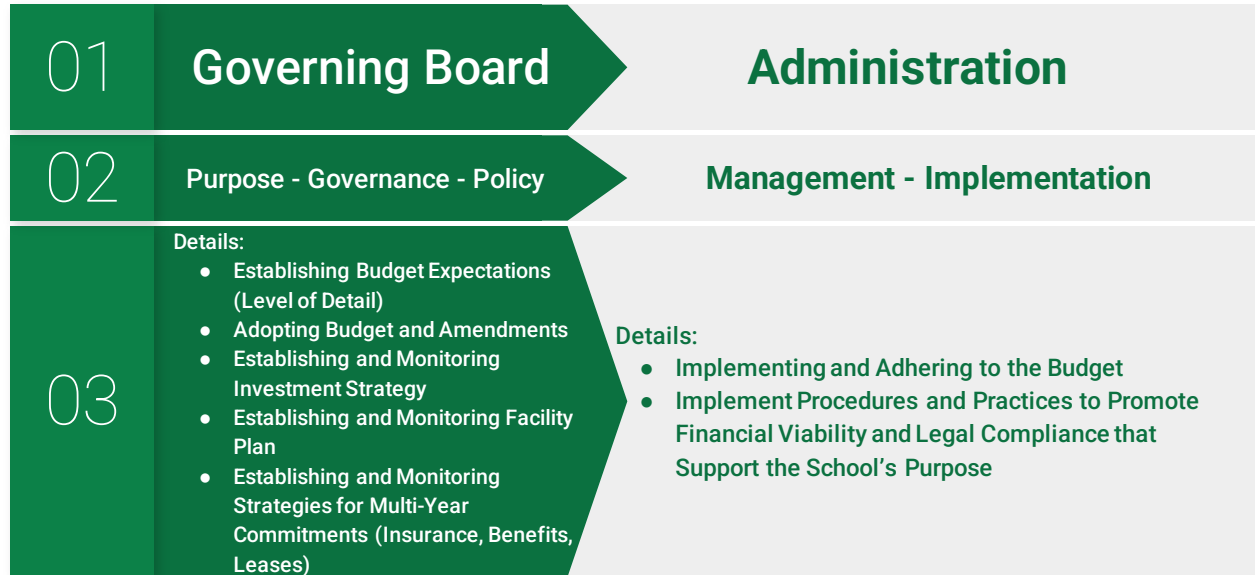


# Balancing Substantive Control of Curriculum and Instruction





# Balancing Substantive Control of Resource Allocation



# Balancing Substantive Control of School Improvement

01	<b>Governing Board</b>	<b>Administration</b>
02	<b>Purpose - Governance - Policy</b>	<b>Management - Implementation</b>
03	<p>Details:</p> <ul style="list-style-type: none"><li>• Sets Policies and Allocates Resources to in Furtherance of Charter Contract and Petition</li><li>• Hires Administration, Sets Policies, and Allocates Resources in Furtherance of Mission, Vision, and Core Values</li><li>• Evaluates Program Effectiveness</li><li>• <u>Holds the Administration Accountable for Improvement</u></li></ul>	<p>Details:</p> <ul style="list-style-type: none"><li>• Identifies and Implements Needs and Solutions for School Improvement</li><li>• Evaluates Program Effectiveness</li><li>• Recommend Financial Resources for Allocation</li><li>• Implement Procedures and Practices to Promote Student Achievement that Support the School's Purpose</li></ul>

# Balancing Substantive Control of School Operations

01	<b>Governing Board</b>	<b>Administration</b>
02	<b>Purpose - Governance - Policy</b>	<b>Management - Implementation</b>
03	<p>Details:</p> <ul style="list-style-type: none"><li>• Sets Policies and Allocates Resources to in Furtherance of Charter Contract and Petition</li><li>• Hires Administration, Sets Policies, and Allocates Resources in Furtherance of Mission, Vision, and Core Values</li><li>• Evaluates Program Effectiveness</li><li>• <u>Holds the Administration Accountable for Compliance</u></li></ul>	<p>Details:</p> <ul style="list-style-type: none"><li>• Identifies and Implements Needs and Solutions for School Improvement</li><li>• Evaluates Program Effectiveness</li><li>• Recommend Financial Resources for Allocation</li><li>• Implement Procedures and Practices to Promote Student Achievement, Financial Health, and Legal Compliance that Support the School's Purpose</li></ul>



## Remember - The Charter Board is Unique

- ❑ Because the Concept and Operation of a State Charter School is Unique
- ❑ Therefore - The Role of the State Charter School Leader is Also...One of Kind.

Successful Charter Boards must not only balance the roles and responsibilities between the board and administration; they must also balance their roles of accountability and support.

## **Critical Board Objectives:**

**Establish and Communicate Specific Expectations**

**Clearly Define Leader Responsibility**

**Communicate with Leader Openly and Often**

**Delegate Authority to Implement to Leader**

**Support Leader's Decision Making**

**Provide Resources and Ongoing Support**

**platypus**, or **duckbill**, Monotreme amphibious mammal (*Ornithorhynchus anatinus*) of lakes and streams in eastern Australia and Tasmania. About 23 in. (60 cm) long, the squat-bodied platypus has a duck like snout, short legs, webbed feet, and a beaver like tail. Each day it eats nearly its own weight in crustaceans, fishes, frogs, mollusks, tadpoles, and earthworms; lacking teeth, it crushes its food with ridges in the bill. The female lays one to three eggs in a nest in a long twisting passage above the waterline. The young are weaned about four months after hatching. The male's heel bears a spur connected to a poison-secreting gland. Large fishes and perhaps snakes prey on platypuses. Formerly trapped for their dense, soft fur, they are now protected by law.

Musser, Anne Marie. "platypus". *Encyclopedia Britannica*, 23 Mar. 2021, <https://www.britannica.com/animal/platypus>.

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