



FROM GOOD TO GREAT

The Path to Healthy
Governance



1. KNOW WHERE YOU WANT TO GO

Ask, “what is the ideal?”

Understand board roles, responsibilities, and behavior

Differentiating between governance vs. operations

Operating in three modes

Having a functioning strategic plan

Implementing a healthy board structure

Build a board pipeline

THE 4 BOARD RESPONSIBILITIES

Interpret and guard the mission

Secure financial future and long-term viability of the school

Perpetuate a healthy board

Hire, manage & evaluate the HOS (HSEC)

THE 4 ROLES OF A BOARD MEMBER

Governor

Ambassador

Consultant

Supporter

BASIC DON'TS

Focus meetings on current events/operations (curriculum, personnel, programs)

Approve the CEO's personnel, program, and specific budgetary plans

Render any judgments or assessments of staff activity

Determine staff developmental needs, terminations, or promotions

Design staff jobs or instruct any staff member subordinate the CEO

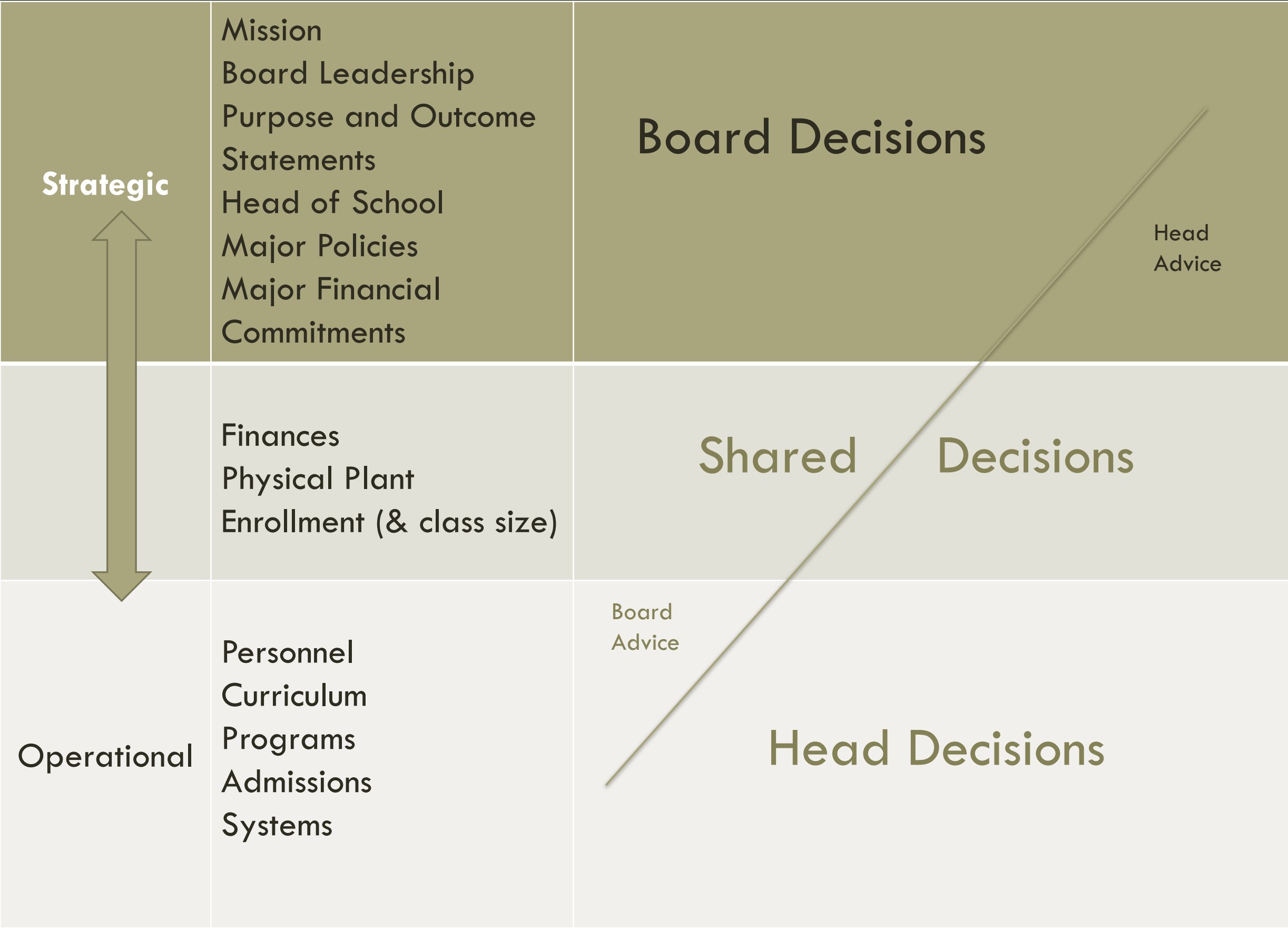
Evaluate head annually on loose criteria, personal opinions

Have a personnel or curriculum committee

Entertain parent or staff conversations regarding personnel, programs, or curriculum

Set tuition with a finger in the wind asking, "what can parents afford?"

Leave it to the HOS to do everything



THE THREE MODES

Fiduciary

Strategic

Generative

BOARD STRUCTURE

Good By-laws

Functioning Committees

Committee on Trustees

HSEC (Head Support and Evaluation Committee)

Strategic Plan (Stability Markers)

Annual Calendar

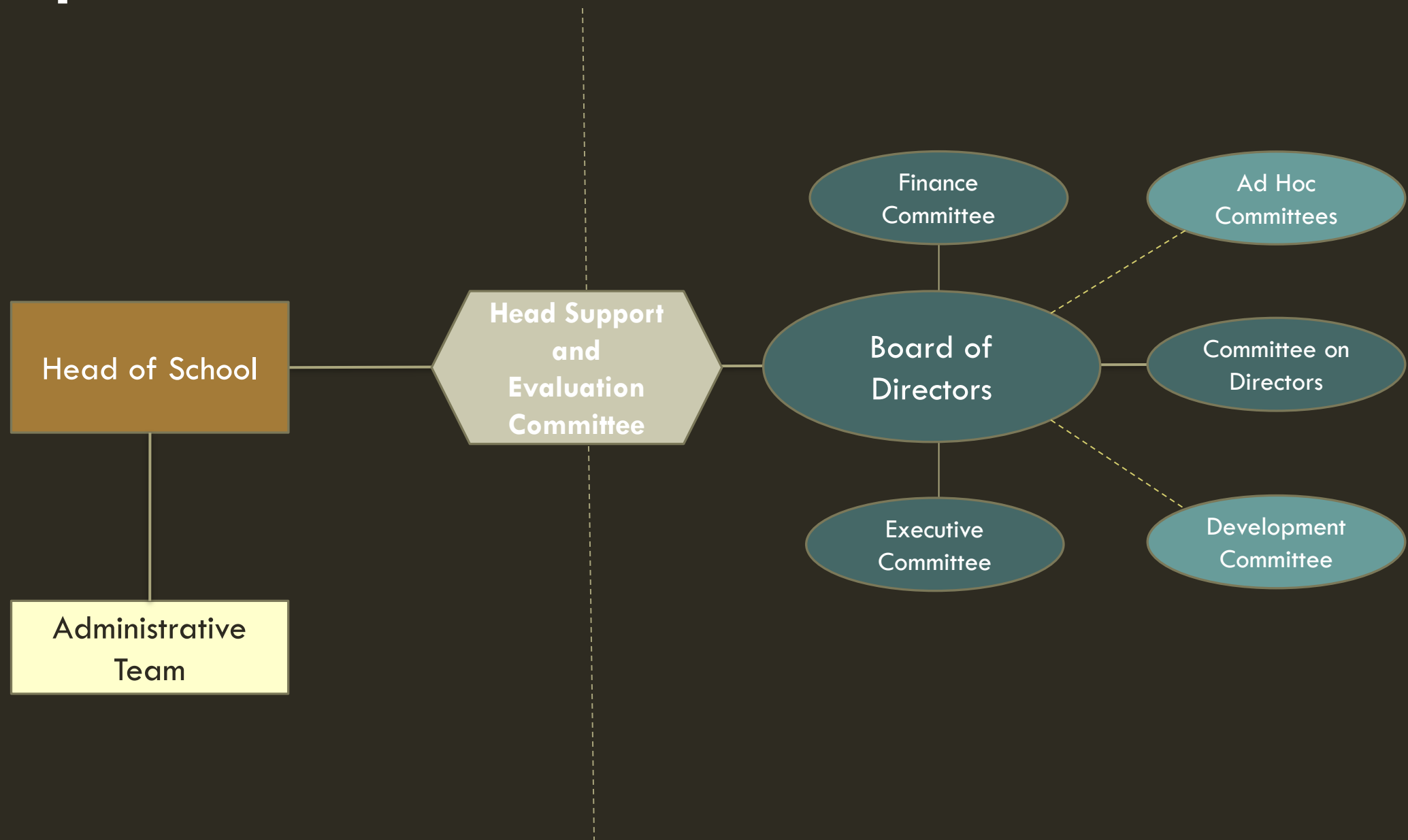
Annual Agenda

Good meetings

Strategic Leadership Structure

Operations

Governance



Meeting	Date	Time	Topics
Board	Monday, July 29	6:15pm – 8:15pm	<ul style="list-style-type: none"> 2018-19 preliminary year-end financials, summary format Vote on 19-20 annual operations budget, summary format End of year board self-assessment report Head of School report Vote on board officers Review of 2018-25 Strategic Plan, 19-20 Annual Board Agenda, 19-20 Board Committee Charges Collect signed annual Board documents: 1) Board commitments 2) core beliefs and SOF 3) CCE principles and 4) conflict of interest forms <i>Dismiss Head for Exec Session</i> <ul style="list-style-type: none"> Report on Head of School evaluation and contract from HSEC committee chair Approve 19-20 Head of School Agenda (submitted by Head and HSEC)
Executive Committee	Monday, August 12	6:15pm – 7:45pm	<ul style="list-style-type: none"> Finalize 19-20 Head of School Agenda if needed Committee on Directors pipeline update (Campbell)
Board	Monday, October 21	6:15pm – 8:15pm	<ul style="list-style-type: none"> Review 18-19 year-end financials 19-20 Q1 financial report HOS present 2020-21 draft operations budget and review 7 year forecast Vote to move previous year surplus to cash reserves Head of School report Report on 401(k) performance and any recommended changes Review annual dashboard
Executive Committee	Monday, November 18	6:15pm – 7:45pm	<ul style="list-style-type: none"> Next year tuition thoughts and recommendation based on forecast Committee on Directors pipeline update
Board	Monday January 27	6:15pm – 8:15pm	<ul style="list-style-type: none"> Q2 2019-20 financial report Review 2020-21 budget forecast including capital projects Vote on 2021-22 tuition Head of School report Committee on Directors recommended slate
Executive Committee	Monday February 10	6:15pm – 7:45pm	<ul style="list-style-type: none"> Committee on Directors pipeline update
Board	Monday April 20	6:15pm – 8:15pm	<ul style="list-style-type: none"> Q3 2019-20 financial report Approve draft of 2020-21 budget Head of School report Vote on new Board Members and renewing members Discuss interest in Executive Committee Positions and officers for 21-22 Review and discuss proposed Advisory Council members – no vote needed
Executive Committee	Monday May 11	6:15pm – 7:45pm	<ul style="list-style-type: none"> Recommend Exec Committee members for next year Committee on Directors pipeline update Share insights from annual surveys for 19/20

2. KNOW WHERE YOU ARE

Stage of school

Board self-evaluation

Assessing “executive” admin ability and capacity

Consider patterns, habits, personalities

2. DEVELOP A BOARD IMPROVEMENT PLAN

Build board development into your strategic plan

Identify highest priorities

Put them into your annual board agenda