

Recruiting a Rock Star Board

Maryland Alliance of Public Charter Schools
January 1, 2022

EducationBoardPartners

great boards. great schools.



Education Board Partners is the only national nonprofit organization dedicated exclusively to strengthening nonprofit boards in education. We focus our work to ensure **quality, equity** and **accountability**.

We are a team of teachers and educational leaders who believe **every child** deserves the opportunity to attend an excellent public school.

BOARD RECRUITMENT



Agenda

1	Welcome, Agenda, and Objectives
2	Temperature Check
3	Steps of an Effective Recruiting Process
4	Strategic Interview Process
5	Onboarding New Members
6	Recruiting for Diversity
7	Board Recruitment Matrix
8	Things to Consider



Objectives

1. Understand how to recruit, interview and onboard new school board members.
2. Discuss best strategies for recruiting a diverse board.
3. Identify how to leverage a recruitment matrix to build the optimal board for your school.



Temperature Check



Something to think about...

- How can a board actively seek and cultivate relationships with individuals, organizations, and networks that will help identify candidates from diverse backgrounds?
- What makes inclusion different from diversity? What are some behaviors that signal an inclusive board?



Standards for Effective Governance



Focus relentlessly on student achievement



Recruit and retain an exceptional leader



Invest in exemplary governance



Act strategically and be accountable



Raise and use resources wisely



Commit steadfastly to compliance

Center People, Culture and Equity

Recruiting Process



Build a high-functioning, diverse and engaged board

- Recruit a diverse slate
- Elect an effective board chair
- Remove disengaged members
- Train the board



Effective Recruiting Process

- Build a strong governance committee
- Create and/or review key recruiting documents and interview process
- Determine the right board composition for the next three years
- Assess current board composition
- Create recruiting priorities
- Start recruiting!



Governance Committee

The governance committee plays a key role in the recruiting process.

- Drives the recruiting process
- Assesses board needs in relation to goals
- Conducts an inventory of the current composition
- Recruits and interviews new members to join the board



Documents and Interview Process

- Bylaws
- Board member agreements
- Job descriptions
- Officer descriptions
- Board roster
- Board manual
- Background information about the school
- Mission, vision and values
- Staff roster and bios



Determine Board Composition

Finance	Education
Fundraising	Human Resources
Real Estate	Legal
Leadership	Strategic Planning
Governance	Experience relevant to the organization's mission
Communications	Marketing

Assess Board Composition

Questions to consider:

1. Do you have enough people on each committee to manage the committee's workload?
2. Do you have the right mix of skills to accomplish the board's long-term goals?
3. Do you have the right mix of working styles, available time, networks, and personalities for fruitful discussion, delivery of work, and overall leadership?

Most boards need members who will:

- Believe that all kids can succeed at the highest level regardless of income
- Rise to the high stakes nature of the board membership role
- Make the time, with a “no excuses” commitment
- Ask hard questions, even when they don't know the answers
- Make hard decisions
- Keep a sense of humor

Rock Creek Public Charter School

Example: Three-year school priorities outlined in their strategic plan

- Scale the school from one campus to two campuses
- Achieve among the highest 10% of schools in the city
- Secure a new facility

Current Board Composition

Committee	Board Member	Professional Skills	Characteristics	Demographics
Governance	1. Roxana Chavez	Executive Director, prior governance experience	Bridge builder, team player	Female, early career, Latina
	2. David Lee	Corporate litigation, governance, personal philanthropy	Outspoken	Male, retired, Asian American
	3. Michelle Shelton	Organizational leadership, non-profit management	Worker bee	Female, mid-level leader, white
Finance	1. Brian Washington	CFO	Provides strategic direction, but pressed for time	Male, senior level leader, black
	2. Lisa Walton	CPA, audit, real estate	Great listener and strategic thinker	Female, retired, from the neighborhood, black
	3. Chris Harding	Education finance expert	Great sense of humor, asks hard questions	Male, mid-career, white
Etc...				

Board Composition: Current vs. Future

Recruiting priorities are
your guideposts:

- Priority skills
- Experience
- Demographics
- Perspectives



Recruiting Priorities	Ideas for where to start	Timeline
Finance expertise especially around creating budgets and presenting financial projections	<ul style="list-style-type: none"> -Jan's Pricewaterhouse Cooper's neighbor -Local chamber of commerce (Beth knows someone there) -Beth's accounting firm 	Initial contact with 5 people by Sept 1; plan interviews for at least 2 people by September 15
Emerging leaders who have all around strong strategy and writing skills who can work with committees to complete their part of the application	<ul style="list-style-type: none"> -Business school alumni groups (Jayvon can talk to his cousin) -McKinsey, etc (get intro to local office) 	Initial contact with 3 people by Sept 1; plan interviews for 2 people by September 15
Individual who might bring perspective of our target parent community to ensure we are building a school that will meet community needs	<ul style="list-style-type: none"> -Parent advocacy groups (find that guy who spoke at that conference in June) -Contact local elected officials/campaign organizers (Jan knows someone) 	Initial contact with 15 people by Oct 1; plan interviews for at least 3 people by Oct 15



Priority areas	Candidates	Source/ date	Screening	Interview date	Status/next steps
Finance	Bob Barker	Intro'd by Jan 9/3	Jayvon had call 9/4, not a great fit for time- he serves on 3 other boards	--	Beth and Jayvon decided not to move forward
Finance	Robert Smith	Intro'd by Jayvon's cousin 8/28	Jayvon had call 8/30, liked him and sent resume to full group 8/31	Beth met on 9/7	Moving forward to tour school and meet ED on 9/15
Community	Clara Jones	Met at event held by Parents First on 8/16	Beth had coffee with her on 9/7, like her and sent resume to full group 9/8		Setting up tour and chance to meet with 2 board members



Strategic Interview Process



The Strategic Interview Process:

1. Create or review the road map
2. The first impression
3. Getting to know you
4. To join or not to join



Create or Review the Road Map

Candidate Interviews and Initial Selection:

	Role/Responsibility	Action/Activity/Initiative
Initial Contact	Designated main point of contact (e.g., governance committee chair, board chair, member of the governance committee)	Explain the steps in the interview process and how long the whole process is expected to take. Welcome the candidate and stay in touch.
Meeting with the school leader and school tour	School leader	Meet each serious candidate, take them on a tour and learn more about their candidacy. Share feedback with governance committee.
Interview with the board members	At minimum, three board members (e.g. board chair, governance committee chair)	Interview and meet with each candidate and draw comparisons.
Observation of a board meeting	Entire board	Invite the candidate to attend a full board meeting (and possibly committee meeting).

The First Impression

Key questions to ensure the process starts off strong:

- How many weeks the interview process is expected to take?
- When the board anticipates deciding whether to elect the candidate?
- When the new board member's service would begin?



Getting to Know You

Several activities to help get to know each board candidate:

- School tour
- Board meeting observation
- Interviews

Information to provide a board candidate upfront:

- Board Member Agreement
- Annual board meeting schedule for the year
- Committee meeting schedules, if possible
- Policy governing financial contributions to the school
- Board Manual
- Board bylaws

Suggested Interview Questions

- Why are you interested in serving on a charter school board?
- Have you served on other boards before?
- Why does this particular school board appeal to you?
- What skills, networks, and experiences will you bring to this board?
- Can you meet the requirements stated in our Board Member Agreement?
- How much time do you anticipate being able to devote to board service?
- Do you have any initial preference in terms of committee participation?
- Do you anticipate any constraints on time or service?
- Are you willing to make a financial commitment to the school that is personally meaningful to you?
- What questions do you have about this board, our expectations for board members, or anything else regarding becoming a member of this board?



To Join or Not to Join

Several steps to take to determine whether to add a board member:

- Discuss
- Decide
- Vote
- Strategize
- Notify

Candidates elected to the board:

- Select a point person to contact the selected candidate
- Point person contacts the candidate
- Share key dates and the onboarding process

Candidates not elected to the board:

- Select a point person and reach out
- Consider candidate for other opportunities at school or with the board

Onboarding New Board Members



Onboarding

An important opportunity to cultivate and fully utilize new members, strategically engaging them in the work of the board



Strategic Onboarding Process

- Educates board members on the mission and values of the school
- Motivates and inspires new members to fully commit to being active and productive
- Identifies specific ways each board member can make impact
- Shares the norms, policies, and practices of the board



Orientation Training

Sample onboarding training session:

- Introductions and time for socializing
- Overview of the mission, vision, and educational goals of the charter school
- Responsibilities of board members and the committees
- Long-term school goals, organizational priorities and strategic plans
- Finances and fundraising
- Cultural aspects of the board
- Data collection



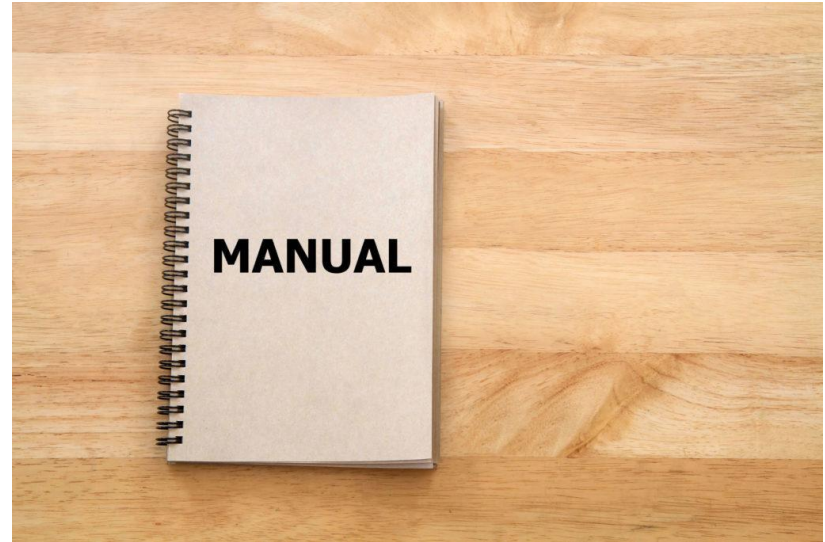


Board Mentor

Assign each new board member a mentor or “buddy” who has served on the board long enough to offer support and guidance.

Board of Directors Manual

- **Provides** new board members the critical documents they need to build their knowledge of the school and board.
- **Serves** as the backbone for all orientation trainings.
- **Establishes** one place to find all board materials and information that is clearly organized and up to date.
- **Leverage** as the foundation for onboarding new board members.



Board Manual Checklist

BOARD MEMBERS

- Names, contact information, offices held (treasurer, secretary, etc.), term lengths, and short bios for each current board member
- Contact information and short bio for the school leader
- Lists of committees and the chair for each, including contact information for any non-board members

CALENDAR

- Board and committee meetings
- School events board members can or should to attend such as performances, demonstrations, or portfolio evaluations
- Key dates and milestones of all board and committee goals

Board Manual Checklist

JOB DESCRIPTIONS

- The full board
- Officers
- Individual board members
- Committees
- School leader and leadership team

FINANCE AND FUNDRAISING INFORMATION

- Financial reports, including most current and previous six months
- Most recent independent audit report
- Budget for the current year and previous one to three years
- Long-range financial plan
- Names and contact information for current funders

Board Manual Checklist

MANAGEMENT DOCUMENTS

- Documents that detail relationship with a charter management organization (CMO) or education management organization (EMO), if your school contracts with one
- Contracts, reports, milestones, and any other documents relevant to the CMO/EMO or significant outside vendors

LEGAL AND POLICY DOCUMENTS

- Articles of incorporation, bylaws, policies (conflict of interest, confidentiality, student discipline, etc.), and Internal Revenue Service Form 990: Return of Organization Exempt from Income Tax
- All legally required documents including meeting minutes
- Insurance information that includes a copy of the school's certificate for the Directors' and Officers' Liability insurance

Board Manual Checklist

SCHOOL INFORMATION

- School charter
- Mission, vision, and values
- Short history of the school—how, why, and when it was founded; results to date; and any events of significance
- Short description of the school's program
- Description of the students served
- Summary of student performance data
- School's strategic plan
- Organizational chart
- Most recent annual report
- News articles about the school, the city's and state's charter sector, and relevant political events

Recruiting for Diversity





Diversity and Equity Matter in the Boardroom

Boards solve complex issues:

- Discipline concerns
- Change in student/community population
- School leadership transition
- Major strategic decision
- PR crisis
- Grievances from teachers and parents
- Engaging in local advocacy
- Facilities concerns

Tips for Recruiting for Diversity

Define board diversity

Diversity is a big concept that encompasses identities such as race, ethnicity, gender, gender identity and sexual orientation

Become comfortable speaking about racial and ethnic diversity

All of us who work in education must be comfortable naming and discussing this if we hope to close the racial and socioeconomic achievement gap



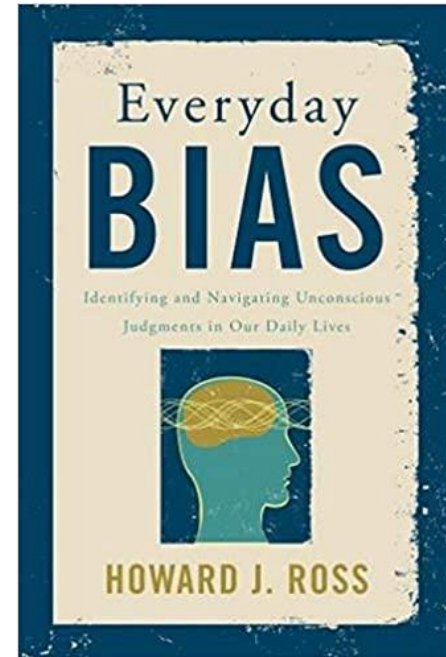
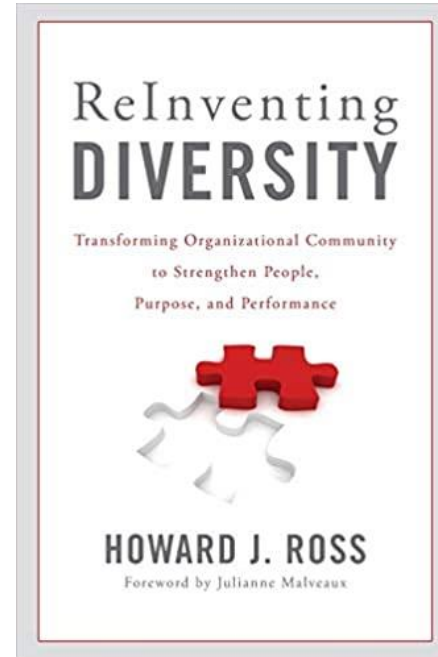
Diving Deeper Into Diversity

Reinventing Diversity: Transforming Organizational Community to Strengthen People, Purpose, and Performance

by Howard Ross and
Julianne Malveaux

Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives

by Howard Ross



Promising Practices

E.L. Haynes Public Charter School
(Washington, D.C.)



The Equity Lab



Mine Current Board Members' Networks

- Wealth Engine
- Muckety
- LinkedIn Board Member Connect
- Local Chambers of Commerce
- National Human Resources Association
- Society for Human Resource Management
- Monster.com's Lists
 - Top 21 African American Professional Associations
 - Top 15 Hispanic/Latino Professional Associations



Recruitment Matrix





A1 fx



Bylaws member requirements:

- 1.
- 2.
- 3.

Recruitment priorities:

- 1.
- 2.
- 3.

Board Composition and Recruitment Matrix

This tool will automatically calculate board composition and help you determine recruitment needs. Simply place a "1" (one) in all relevant boxes starting in Column D, and move through both the Current Members and Prospective Members sections.

Current Members											
1	2	3	4	5	6	7	8	9	10		
Sample Board Member: Alexander Hamilton	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name	Board Member Name

Skills/Competencies

Place additional notes here as needed

	Current:	With Prospectives:												
10	0	0	Administrative											
11	0	0	Financial management											
12	0	1	Nonprofit Governance & Leadership											
13	1	1	Management	1										
14	0	0	Education											
15	0	0	Facilities/Real Estate											
16	0	1	Curriculum Development											
17	0	0	Grant Writing											
18	1	2	Instructional Practices	1										
19	0	0	School District											
20	0	0	Marketing											
21	0	0	Parent Relations											
22	0	0	Community Outreach											
23	0	0	Fund Development, business development											
24	1	1	Communications & Marketing	1										
25	0	0	Legal											
26	0	0	HR/Personnel											
27	0	0	Program Planning & Evaluation											
28	0	0	Grant Writing											
29	0	0	Strategic Planning											
30	0	0	Graphic Design											



Reflections and Close



Reflection & Commitment

- What was a significant learning for you?
- When reflecting about recruiting board members, where is your board strongest? Where is there room for improvement and growth?
- As a result of what you learned, what are 2-3 actions you can take to improve your board's ability to recruit rock star board members?

Looking for more information?

For more information, resources and questions please visit:

<https://mdcharters.org/governance-on-demand>

GOVERNANCE RESOURCES FOR MARYLAND PUBLIC CHARTER SCHOOLS

This website is a Maryland Alliance for Public Charter Schools (MAPCS) curated page, developed specifically for Maryland Public Charter Schools operators and administrators. More resources are coming soon. Please bookmark this page and check back periodically for updated board governance resources.

Questions?

For any questions, please contact:

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