

New Trustee Workshop

With
Monique Davis
Anne Marie Balzano



What will we discuss:

Why are you a trustee?

What is your job?

What will be your contribution?

And, what should you expect?



Why are you a
trustee?

The trustees role



Governance Basics

Understand Healthy Boundaries

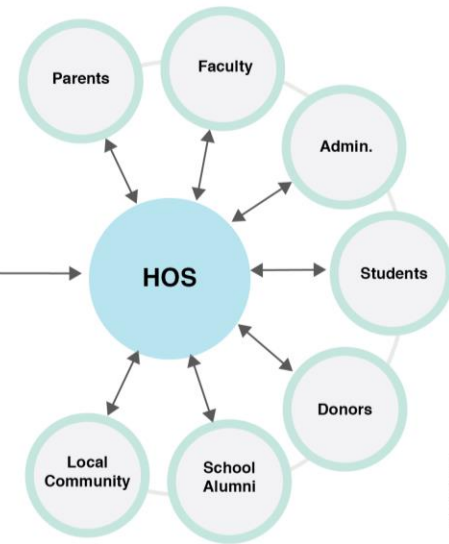
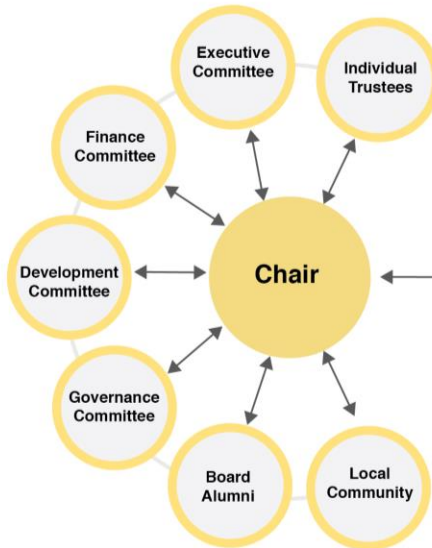


Board:

- 1. Vision
- 2. Strategic Goals and "Road Map"
- 3. Governance
- 4. Bylaws
- 5. Financial Oversight
- 6. Development Support
- 7. Board Education

Head of School:

- 1. Strategic and Tactical Implementation of "Road Map"
- 2. Budgeting
- 3. Staffing
- 4. Operations
- 5. Programs
- 6. School Community



Also:
Crisis Management
PR + News
CPA/Attorney

Type to enter a caption.

How the Board + Head of School Make Decisions

Design of the Board-Head Partnership: Time and Attention

Policies Strategies Mission Survival Leadership	BOARD'S DECISIONS Head's Advice
Partnership Authorizations Finance policies Enrollment Employment terms	SHARED DECISIONS: BOARD AND HEAD
Operational Admissions Staffing Program Systems	Board's Advice HEAD'S DECISIONS

Chair + Head

A critical relationship

Boundary Crossing



Board is straying into operational territory when it:

- Focuses on tactics rather than strategy
- Suggests specific program improvements as opposed to policy changes
- Has executive sessions without the head and is reluctant to inform him/her of the outcome
- Makes budget changes without input from staff leadership

Board's Responsibilities



1. Hire, evaluate and support the HOS
2. Determine mission and purpose
3. Ensure a sustainable future with strategic thinking and planning
4. Understand good governance, specifically the separation between governance and administration
5. Ensure adequate financial resources, protect assets, and provide proper financial oversight
6. Build a competent board, orientation, self evaluation
7. Fulfill your fiduciary responsibilities and hold the school “in trust”

Trustee Role and Responsibilities

1. Attendance at board meetings, be informed, participate in committee meetings
2. Financial support
3. Fiduciary responsibility
4. Separate interests of the school from the needs of your child
5. Accept and support board decisions. Board speaks with one voice
6. Support the school and the HOS in the community
7. Proper management of community issues
8. Confidentiality
9. Avoid Conflicts of interest

Please know

1. Bylaws
2. Parent Handbook
3. School Processes and Guidelines
4. School Budgeting
5. Who is responsible for what
6. Organizational Chart

Three Modes of Governance

Governance as Leadership
ushered in a pivotal change in thinking, identifying three mutually reinforcing modes of governance.

Fiduciary Mode	Strategic Mode	Generative Mode
Boards are concerned with the stewardship of tangible assets. They ask, “What do we have and how do we use it?”	Boards create a strategic partnership with management. They ask about market positioning, strategic drivers/priorities, competition, and stakeholders.	Boards provide a less recognized but critical source of leadership. They ask, “Have we framed this issue correctly? How else might we look at this? What else should we consider?”

Creating Opportunities for Generative Thinking

- Retreats
- Understanding the right mix of committees, and task forces
- Consent agenda
- Move away from bias towards action
- Board reflection time
- Regular board education and professional development

GENERATIVE QUESTIONS FOR BOARDS DURING A CRISIS

Independent school boards can ask key questions to plan for the future:

What are we going to look like when this is over?



What can we learn from this experience?

How can we protect ourselves in the future?

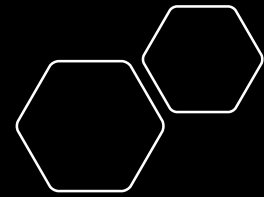
What changes might we make to **strengthen the school and the community**, guided by our mission and core values?



National Association
of Independent Schools

www.nais.org

SOURCE: Jeffrey Gold,
Chancellor at University of
Nebraska Omaha and University
of Nebraska Medical Center



Creating a Positive Board Culture

BoardSource identifies the following key indicators of a positive board culture that the chair must work vigilantly to maintain:

- a **healthy and respectful partnership** between the board and the executive/HOS
- **trust and candor** between board members
- **thoughtful and productive resolution** of issues or disagreements
- a willingness to address **poor board behavior** that is negatively impacting the board



Structure for success

- Committees and task forces form the structure for most boards
- Each should have a clear charter outlining its purpose
- Committee work should align with the institution's strategic vision, goals, and priorities
- Typical school board committees include executive, finance, governance, and development; smaller boards often do not have an executive committee



Challenges

Challenging Conditions

Changes of leadership

Financial pressures

Personal issues

Lack of governance understanding Disruptions in
the school community

Economy

Seasons

Reputation issues

Low admissions

Yummy Opportunities

Expand your passion and purpose

Dive into collaboration

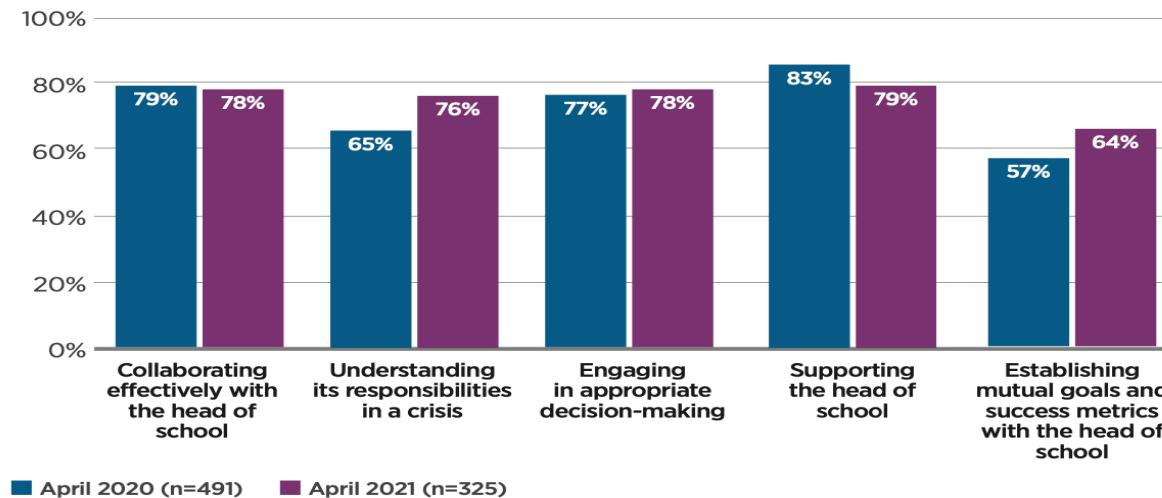
Put a rung on the ladder

Build something that serves the greater good

Good Skills

2021- 2022 Trendbook Sneak Peek

FIGURE 1: Percent of Heads Rating Their Board's Performance Highly* in Typical Areas of the Head-Board Relationship



* Rated 4 or 5 on a 1 to 5 scale where 5 equals "extremely well"

Sources: NAIS Snapshots, "The Board/Head Relationship," Week of April 13, 2020, and "Leadership, Governance, and DEI," Week of March 29, 2021

However, both heads and trustees also reported their boards were having difficulty balancing short term and long term goals and staying future-focused.



Case Studies

Group Share



Thank You!

Resources:

1. nais.org

2. acischools.com

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