



### Charter School Governing Board Trainings

BoardOnTrack	
Requirement	Notes
Name of individuals/entity offering training course(s)	BoardOnTrack
Experience of individuals/entity	Organization has supported charter school boards for 20 years and worked with 500 charter school boards across the country
Title and length of training course(s)	Six 1-Hour Training Modules: 1) Charter Board Fundamentals 2) Strategically Recruiting Your Sustainable Governance Team 3) Developing & Supporting Your Board – CEO Partnership 4) Structuring Your Board for Success 5) Make Your Meetings Matter 6) Governing for Growth
Intended audience	New and Experienced Board Members
Description of content and learning objectives	1) Charter Board Fundamentals 2) Strategically Recruiting Your Sustainable Governance Team 3) Developing & Supporting Your Board – CEO Partnership 4) Structuring Your Board for Success 5) Make Your Meetings Matter 6) Governing for Growth
Description of instructional strategies, activities, and presentation materials	Content will include a governance roundtable via participants who have completed the modules for further discussion as well as a virtual walk-in clinic for new board members to engage with one another and ask questions.
Method of delivery	Virtual
Fees charged	Design, development and hosting of modules costs \$4,500; \$500 additional fee for governance roundtable; paid by TCSC
Methods of evaluation	Comprehensive post-participant survey

# Tennessee Charter School Center RFP Response Updated: March 25, 2020

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**Primary Contact Person**

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## Executive Summary

BoardOnTrack is dedicated to strengthening charter school governance nationwide. We have been focused exclusively on supporting charter school boards for 20 years and have worked with 500 charter school boards, more than any other organization in the country. We are a national organization with experience supporting Tennessee charter schools and have been an approved governance training provider in the state for many years. We have led many projects of similar size and scope of work proposed by TCSC, resulting in thousands of raving fans nationwide.

Strengthening and supporting the governance of charter schools is absolutely essential to both launch – and more importantly – to grow and sustain effective schools. At BoardOnTrack, we wrote the book (literally) on how charter organizations should govern for success. We know what it takes to form a successful founding board and to methodically develop into a high achieving, sustaining board.

BoardOnTrack is dedicated to strengthening charter school governance nationwide. We have been focused exclusively on supporting charter school boards for 20 years, and have worked with 500 charter school boards, more than any other organization in the country.

## About Our Trainers

BoardOnTrack has extensive experience in charter school governance training in Tennessee and has been leading the effort in promoting good governance practices across the country. Our team has significant experience in partnering with organizations like TCSC to design, develop, and facilitate dynamic and engaging trainings on a variety of timely and relevant topics.

### **MARCI CORNELL-FEIST**

Founder & CEO

Marci Cornell-Feist is a national expert on charter school governance. She has worked with over 500 charter schools nationwide to improve their effectiveness—more than anyone else on the planet. She founded her charter school consultancy Meetinghouse Solutions in 2001 and has focused on charter school governance since the mid-1990s. She created BoardOnTrack to implement the most effective strategies and practices of her many clients, and as a means of spreading this information to a wider audience of charter schools.

Marci is author of the book *Board Meetings: A Guide for Charter Schools* and *Board Structure: A Guide to Bylaws, Officers, Committees, Responsibilities and More for Exceptional Charter Schools*. Marci is also a co-founder of The Achievement Network, which helps schools use data-driven strategies to raise student achievement.

### **Michael Mizzoni**

Chief Governance Officer

Mike is a governance attorney, who brings professional experience in higher education, law, board governance, and state and local policymaking to the BoardOnTrack Team. Previously,

Mike served as both Director of Trustee Relations and as Deputy General Counsel for the Massachusetts Board of Higher Education. Mike began his career in Legislative Relations and worked at the Massachusetts State House while attending law school full-time. In addition to his professional experience, Mike volunteers for a variety of organizations. He currently serves as Vice-Chair of the Town of Littleton School Committee, on the Board of Directors of the Freedom Summer Collegiate, an education non-profit that he co-founded, and as an active member of the UMass Lowell Young Alumni Council. Mike is a proud graduate of both the University of Massachusetts Lowell and New England Law Boston.

Mike is a sought-after speaker, trainer, and consultant with experience in all areas of charter school board governance.

## Part 1: Six Part Virtual Training

BoardOnTrack will produce a series of (approximately) 1-hour training modules. We have proposed six 1-hour modules below; however, the exact titles and content are flexible. Once selected, we will work with TCSC to identify the most timely and relevant topics.

### Module #1:

#### Charter Board Fundamentals

Are you new to charter board service? Or are you ready for a refresher on the role of a charter school board of trustees and how your position fits in? This webinar will review the fundamental role of a charter school board and how that relates to and differs from the role of your school leader/management team. We will also review your individual role and how to be an effective contributor.

Note: This module will address items i, ii, and iv as outlined in (2)(a)(2) of the TN State Board of Education regulations on board member training.

### Module #2:

#### Strategically Recruiting your Sustainable Governance Team

Do you have the right people on the bus and in the right seats? Are you building 'bench strength so that you can create a sustainable governance team and be strategic about nominating trustees when you need them? This webinar will guide participants as they analyze their current governance team and develop a framework for succession planning and building "bench strength" on the board.

### Module #3:

#### Developing & Supporting your Board – CEO Partnership

Is your board set up to complete an effective end of the year evaluation of your performance? What will this be based on? What tools will you use? What is the role of the full board, individual trustees, and stakeholders in this process? This webinar will address these questions head on and provide concrete answers to burning questions.

### Module #4:

#### Structuring your Board for Success

Many boards struggle to create and sustain effective governance because they haven't structured themselves for success. This training session would focus on the right board structure including size, officers, committees, stakeholders on the board etc. We would offer a framework from which participating boards could reflect on their current structure and make adjustments that are right-sized for their organization.

## **Module #5**

### **Make your Meetings Matter**

For public charter school boards, meetings are where the rubber meets the road. In order to be effective and satisfy your accountability requirements, meetings need to be focused, strategic, efficient, and engaging. But, very few charter school board meetings can be described in these terms. In this module, we will review the basics of building agendas, meeting facilitation, and the open meeting laws.

Note: This module will address items iii as outlined in (2)(a)(2) of the TN State Board of Education regulations on board member training.

## **Module #6**

### **Governing for Growth**

Students around the state are eager for your programming and services. Whether you're focused on ending your first year strong, preparing to replicate, and managing a rapidly-scaling organization, you'll take away actionable strategies and practices for your governance team. We'll help you keep your short-term priorities in focus, while maintaining a direction toward meeting and exceeding your charter promises. In this module, we'll review strategies to ensure that organizations are keeping on track year-over-year.

## **Part 2: TN Governance Walk-in Clinic**

At BoardOnTrack, we feel strongly that Knowledge + Action = Results. To that end, we will schedule a virtual TN Governance Roundtable with participants who have completed the training modules. This session will allow participants to review the training content with a governance expert, network with peers from around the state, and align on what their next steps need to be.

This roundtable will be scheduled in conjunction with TCSC.

## **Part 3: New Board Member Walk-in Clinic**

Many – if not most – board members have never served on a public charter school board before. To that end, we will schedule a virtual walk-in clinic for new board members to engage with one another and governance experts to answer their questions and more. This session will allow participants to review the training content with a governance expert, network with peers from around the state, and align on what their next steps need to be.

This session will offer an opportunity to review all of the required new board member trainings with a local expert. This session will be recorded and made available as part of the overall project for others to view. This roundtable will be scheduled in conjunction with TCSC.

### Proposed Budget

Team BoardOnTrack has greatly appreciated our ongoing partnership with TCSC, which is why we intend to keep the project costs unchanged for the year ahead. As in previous years, the design, development, and hosting of the training modules will cost \$4,500. An additional \$500 fee is associated with the TN Governance Roundtable.

Six (6) training modules	\$6,500
TN Governance Roundtable	\$500
New Member Walk-in Clinic	\$500
<b>Total Project Costs</b>	<b>\$7,500</b>

### Data Sources

At BoardOnTrack, we wrote the book (literally) on how charter organizations should govern for success. We have been focused exclusively on supporting charter school boards for 20 years and have worked with 500 charter school boards, more than any other organization in the country. To that end, BoardOnTrack content and supports are based off our own independent and proprietary research and development.

### Measurement of Success

TCSC will be able to tangibly measure the effectiveness of this program through a comprehensive post-participant survey. Additionally, TCSC will receive anecdotal feedback from participants during the TN Governance Roundtable. Finally, boards will have the option to participate in

### Conclusion

Thank you for the opportunity to be part of the launch of the TCSC training program, and for your consideration of us to be a trusted partner. In summary, BoardOnTrack is uniquely positioned to continue to deliver outstanding results for your newly launched organization. Our 20-year track record of training and sustaining 500 charter school boards nationwide speaks for itself. In addition, we possess unique capabilities in that we are both content experts and experts at developing scalable supports for delivering this expertise.

Please let us know if there is additional information that you need. We can be reached at [Mike@boardontrack.com](mailto:Mike@boardontrack.com) or (617) 855-5347.



### Charter School Governing Board Trainings

LEAN Six Sigma Principles	
Requirement	Notes
Name of individuals/entity offering training course(s)	The Henson Consortium
Experience of individuals/entity	Conducted governing board trainings in Memphis, TN and Mississippi
Title and length of training course(s)	LEAN Six Sigma Yellow Belt Certification: Applying LEAN Six Sigma Principles to Help Eliminate Non-Value Adding Tasks in Charter School Operations 8-hour course; can be divided into two 4-hour courses
Intended audience	Experienced Board Members
Description of content and learning objectives	This training will provide participants with a broad knowledge of Lean Six Sigma Improvement methodologies to understand strategic planning, make data-driven decisions, and improve process management procedures for school development.
Description of instructional strategies, activities, and presentation materials	Lecture format with discussion
Method of delivery	In-Person
Fees charged	\$200/participant for classes of 10 or more
Methods of evaluation	Quiz with requirement of 70% passage rate

**1. Name of the individual(s) or entity wishing to provide training;**

The Henson Consortium, Dr. Derek Henson, Principal Consultant/ CEO

**2. Experience of the individual(s) or entity in providing governing board training;**

Dr. Henson has conducted governing board trainings for the following entities: Arrow Academy of Excellence, Memphis, TN; 2 Unique Community Salvation Foundation, Memphis, TN; Jackson State University National Alumni Association, Inc. Jackson, MS and Memphis, TN -Local Chapter; The Vision Church, Clarksdale, MS

**3. Instructor qualifications;**

Dr. Derek Henson: B.A. Political Science – Jackson State University; M.S. Leadership and Policy Studies – University of Memphis; Ph.D. – Urban Higher Education, Leadership and Foundations – Jackson State University; Certified Lean Six Sigma Black Belt – Midsouth Quality Productivity Center

Linda Delaney: MBA with a focus on Human Resources at Belhaven University, Jackson, MS (Memphis Campus); DRA Fellow at the John F. Kennedy School of Government at Harvard University in Cambridge, MA; B.A. in Communication, Charter Oak State College, Hartford, CO/University of Arkansas, Fayetteville, AR; Certified Trainer – Certified Trainer; Lean Six Sigma Master Black Belt; Empowerment Evaluation

Roshunda Buchanan: B.A. Liberal Studies with a concentration in Organizational Leadership and Nonprofit Development; Associate of Arts in Psychology Southwest Tennessee Community College; Certified Lean Six Sigma Black Belt – Midsouth Quality Productivity Center

**4. Title, proposed agenda, and length of training courses;**

*"Becoming a LEAN (Six Sigma) Mean Waste Fighting Machine: Applying Lean Six Sigma Principles to help eliminate non-value adding tasks in charter school operations."*

Proposed agenda

The training is an 8-hour course. The Lean Six Sigma Yellow Belt certification will cover exactly what Six Sigma is and why it is being used in businesses around the world to streamline operations and eliminate waste improvements. Students will receive a nationally recognized credential as a Lean Six Sigma Yellow Belt.

- List the basic tools and principles that underlie the Lean Six Sigma improvement model
- Identify opportunities to improve a process
- Define project improvement goals
- Identify how to plan for and conduct data collection to uncover root causes
- Describe how to verify root causes of process issues
- List how to implement simple but effective improvement techniques and concepts
- Identify how to sustain the gain of process improvements

Organizations face rising costs and new challenges every day. Lean Six Sigma provides a competitive advantage in the following ways:

- Streamlining processes results in Improved customer experience and increased loyalty
- Developing more efficient process flows drives higher bottom-line results
- Switching from defect detection to defect prevention reduces costs and removes waste
- Standardizing processes leads to organizational “nimbleness” and the ability to pivot to everyday challenges
- Decreasing lead times increases capacity and profitability
- Engaging employees in the effort improves morale and accelerates people development

#### **5. Intended audience for the courses (New Board Members, Experienced Board Members, etc.);**

This course is intended for new or experienced boards as well as any school faculty or staff that is involved in day to day operations. Lean Six Sigma not only improves profit margins, it positively affects employees by engaging them in the work of improving their own processes. Since employees are closest to the actual work of an organization—the delivery of products and services—their intimate knowledge makes them the best resources to analyze and improve the efficiency and effectiveness of those processes.

By participating in successful Lean Six Sigma efforts, employees build confidence and become increasingly valuable assets to the business. Studies show that employees who feel they’re able to positively impact an organization will perform better, be more accountable and live happier lives. By quickly mastering basic Lean Six Sigma skills, they will continually standardize work, root out problems and remove waste in an organization.

#### **6. Description of content to be delivered and learning objectives;**

This workshop will help you gain a broad understanding of Lean Six Sigma Improvement methodologies to tap into potential opportunities to reduce waste and increase operational efficiency.

Conference attendees should walk away with a basic understanding of LEAN SIX Sigma principles and how staff and faculty if trained in the DMAIC (Design, Measure, Analyze, Improve) system can increase productivity and reduce waste and costs. **DMAIC** is the problem-solving approach that drives Lean Six Sigma. It's a five-phase method—Define, Measure, Analyze, Improve and Control—for improving existing process problems with unknown causes. It is based on the Scientific Method and it's pronounced “duh-may-ik.”

They will be able to employ those skills to identify the mis-alignment of objectives that create non-value adding activities or tasks; be able to identify flawed projects that add little or no significance to educational objectives or school operations; be able to identify under-utilized talents and skills of staff and faculty. Attendees should also walk away with the knowledge of the eight sources of waste in education that add to increased cost and increased time in school operations. Those 8 sources include 1. Over-production; 2. Waiting or idle time; 3. Transportation – unnecessary moment of people, places or things; 4. Over -processing – unnecessary steps for certain task; 5. Inventory – ordering to much or too little; 6. Defects – too many errors for certain work; 7. Motion- Unorganized work areas; 8. Talent – underutilized talents of students and staff.

Six Sigma is a method that provides organizations tools to improve the capability of their business processes. This increase in performance and decrease in process variation helps lead to defect reduction and improvement in profits, employee morale, and quality of products or services.

**7. Description of instructional strategies, activities, and presentation materials;**

The course is a lecture format with heavy class participation. The presentation is in power point format with interactive activities throughout the presentation.

**8. Method of delivery of training course content (webinar, in-person, etc.);**

The Lean Six Sigma Yellow Belt course is delivered in-person. Participants are provided study materials prior to the training. The training uses power point training materials.

**9. Fees, if any, to be charged; and**

The training for Charter School staff and Faculty is \$200 per participant for classes of 10 or more.

**10. Methods used to evaluate the achievement of stated learning objectives and provider effectiveness.**

Each class participant is required to take a 50-question multiple choice exam at the end of the training. Students must score at least a 70 % on the exam in order to receive the certification.



### Charter School Governing Board Trainings

KIPP Nashville: New Board Member Training	
Requirement	Notes
Name of individuals/entity offering training course(s)	KIPP Nashville Board of Directors Training led by Drew Goddard, member of KIPP Nashville Board of Directors
Experience of individuals/entity	Established in 2005, the KIPP Nashville Board of Directors founded and governs the seven KIPP Nashville schools currently in operation.
Title and length of training course(s)	KIPP Nashville New Board Member Training; 2 hours
Intended audience	New Board Members
Description of content and learning objectives	This training will cover the responsibilities of nonprofit governance, state laws and rules governing charter school operations, ensuring compliance with federal laws, Tennessee's open meetings and open records laws, and conflict of interest and ethics policies.
Description of instructional strategies, activities, and presentation materials	Lecture format with discussion
Method of delivery	In-Person or Video Conference
Fees charged	\$3,000 per training (In-Person) \$1,500 per training (Video Conference)
Methods of evaluation	Self-Evaluation Performance Review and Survey

<b>KIPP Nashville: Annual Board Member Training</b>	
<b>Requirement</b>	<b>Notes</b>
Name of individuals/entity offering training course(s)	KIPP Foundation
Experience of individuals/entity	Established in 2000, the nonprofit KIPP Foundation trains and develops outstanding educators to lead KIPP public schools.
Title and length of training course(s)	KIPP Nashville Annual Board Member Training; 4.5 hours
Intended audience	New and Experienced Board Members
Description of content and learning objectives	This training will examine KIPP Nashville regional performance data, examine Board performance against goals, and examine the organization's strategic plan for the upcoming year.
Description of instructional strategies, activities, and presentation materials	Lecture format with discussion
Method of delivery	In-Person
Fees charged	\$3,000 per training
Methods of evaluation	Self-Evaluation Performance Review and Survey

# KIPP Nashville

## Governing Body Annual Training Course Proposals

### 1. KIPP Nashville New Board Member Training

- **Title:**
  - KIPP Nashville New Board Member Training
- **Name of entity providing training:**
  - KIPP Nashville Board of Directors
- **Experience of the entity in providing governing Board training:**
  - Established in 2005, the KIPP Nashville Board of Directors founded and successfully governs the seven KIPP Nashville schools currently in operation. As a charter Board with fifteen years of experience in Nashville, the KIPP Nashville Board of Directors leverages its experience and collective network in its governance. The members of the KIPP Nashville Board of Directors have demonstrated experience with both local and national business leadership, legal expertise, government leadership, and philanthropic organizations. New members of the KIPP Nashville Board of Directors receive a thorough onboarding facilitated by a tenured member of the Board.
- **Instructor qualifications:**
  - Drew Goddard is practice leader of the firm's Environmental Group. He graduated from Vanderbilt University School of Engineering in 1975, Tau Beta Pi, and from Duke University School of Law in 1978, Order of the Coif. He joined Bass, Berry & Sims in 1978 and has practiced environmental law for over 20 years. Drew is a former chair of the Environmental Section of the Tennessee Bar Association. He has served on external steering committees of the Tennessee Department of Environment and Conservation, is editor of the Tennessee Environmental Law Letter, and taught an environmental law course at Vanderbilt University School of Law for 13 years. He has served for several years on the various environmental committees and subcommittees of the Tennessee Chamber of Commerce and Industry and has lectured extensively on environmental law issues. In 2005, Governor Phil Bredesen appointed him as the chair of the Tennessee Heritage Conservation Trust Fund Board. Drew has been listed in The Best Lawyers in America® since 1991 and has been named one of the best environmental lawyers in the state by Business Tennessee magazine for the past four years.
- **Length:**
  - 2 hours
  - New KIPP Nashville Board of Directors members will also be required to participate in the 4-hour KIPP Nashville Annual Board Member Training (see page 3).
- **Intended Audience:**
  - New members of the KIPP Nashville Board of Directors
- **Method of delivery:**
  - In-person meeting or video conference

# KIPP Nashville

## Governing Body Annual Training Course Proposals

- **Agenda:**
  - Responsibilities of nonprofit governance (30 min.)
  - State laws and rules governing charter school operations (15 min.)
  - Compliance with federal laws (30 min.)
  - Tennessee open meetings and open records (30 min.)
  - Conflict of interest and ethics (15 min.)
  
- **Content and Learning Objectives:**
  - Responsibilities of nonprofit governance
    - Explain the Board's role and responsibilities with financial oversight
    - Explain the Board's role and responsibilities with evaluation of school leadership
  - State laws and rules governing charter school operations
    - Describe the organization's policies and processes related to student discipline
  - Explain the Board's role in ensuring compliance with federal laws, including:
    - IDEA
    - FERPA
    - Section 504
  - Describe the requirements of Board member's related to Tennessee's open meetings and open records laws
  - Describe the Board's conflict of interest and ethics policies and expectations
  
- **Description of instructional strategies and presentations materials:**
  - Welcome packet
  - Guided instruction using a PowerPoint presentation
  
- **Fees to be charged:**
  - \$3,000 per training (in-person)
  - \$1,500 per training (conference call)
  
- **Methods used to evaluate the achievement of stated learning objectives and provider effectiveness:**
  - Following the completion of the KIPP Nashville Annual Board Member Training, all KIPP Nashville Board of Directors members will complete a self-evaluation performance review to identify growth areas and strengths. The KIPP Foundation will administer a thorough self-evaluation survey, which all KIPP Nashville Board of Directors members will complete. The survey questions will assess achievement of stated learning objectives for both the KIPP Nashville New Board Member Training and the KIPP Nashville Annual Board Member Training. Both the KIPP Nashville Executive Director and Chair of the KIPP Nashville Committee on Directors will support in interpreting and using the results to set direction.

# KIPP Nashville

## Governing Body Annual Training Course Proposals

### 2. KIPP Nashville Annual Board Member Training

- **Title:**
  - KIPP Nashville Annual Board Member Training
- **Name of entity providing training:**
  - KIPP Foundation
- **Experience of the entity in providing governing board training:**
  - Established in 2000, the nonprofit KIPP Foundation trains and develops outstanding educators to lead KIPP public schools; provides tools, resources and training for excellent teaching and learning; promotes innovation; and facilitates the exchange of insights and ideas across KIPP and other public schools and organizations. Each year, the KIPP Foundation hosts an annual Board Retreat. Recent retreat topics have included: Building a High-Engagement Board Culture; Building Strategic Community Partnerships; Risk Mitigation; along with examinations of regional performance data.
- **Instructor qualifications:**
  - Kaya Stone, Senior Relationship Manager: Kaya advises KIPP Executive Directors and Board Chairs to improve the growth and function KIPP governing Boards. Prior to his work as a Senior Relationship Manager for the KIPP Foundation, Kaya previously served as the Managing Director of Operations and Technology at KIPP NYC, overseeing technology, data, public funding, purchasing compliance, and legal and board relations for the KIPP charter schools in New York City. He is also an alumnus of the Broad Residency in Urban Education.
- **Length:**
  - 4.5 hours
- **Intended Audience:**
  - All members of the KIPP Nashville Board of Directors
- **Method of delivery:**
  - In-person training
- **Agenda:**
  - Welcome and framing (15 min.)
  - Examine KIPP Nashville regional performance data (90 min.)
  - Examine Board performance against 43 indicators of Board health (45 min.)
  - Examine organization's strategic plan (60 min.)
  - Goal setting (60 min.)

# KIPP Nashville

## Governing Body Annual Training Course Proposals

- **Content and Learning Objectives:**
  - Examine KIPP Nashville regional performance data, guided by KIPP's Six Essential Questions:
    - Question 1: Who Are Our Students?
    - Question 2: Are Our Students Staying with Us?
    - Question 3: Are Our Students Progressing and Achieving Academically?
    - Question 4: Are Our Students Climbing the Mountain to and through College?
    - Question 5: Are We Building a Sustainable People Model?
    - Question 6: Are We Building a Sustainable Financial Model?
  - Examine Board performance against 43 indicators of Board health and align Board and Committee goals to support performance improvements against these indicators in the coming year.
  - Examine organization's strategic plan and align Board and Committee goals to support this plan in the coming year.
  
- **Description of instructional strategies and presentations materials:**
  - Pre-reads, including:
    - Regionwide performance data
    - Board performance data
  - Facilitated discussion of performance data using a PowerPoint presentation
  - Facilitated small group planning in Committees, followed by whole-group share out
  
- **Fees to be charged:**
  - \$3,000 per training
  
- **Methods used to evaluate the achievement of stated learning objectives and provider effectiveness:**
  - Following the completion of the KIPP Nashville Annual Board Member Training, all KIPP Nashville Board of Directors members will complete a self-evaluation performance review to identify growth areas and strengths. The KIPP Foundation will administer a thorough self-evaluation survey, which all KIPP Nashville Board of Directors members will complete. The survey questions will assess achievement of stated learning objectives for both the KIPP Nashville New Board Member Training and the KIPP Nashville Annual Board Member Training. Both the KIPP Nashville Executive Director and Chair of the KIPP Nashville Committee on Directors will support in interpreting and using the results to set direction.