

## 1.6 Governance and Management.

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### Governing Board [14 Del. C. §§ 512(1)-(2), (6) and (9)]

#### 1. Governance Philosophy. Explain the general philosophy of governance that will guide the....

LTA realizes that school based governance is a key cornerstone of the successful Charter School movement concept of autonomy. The Board of LTA is a diverse group of stakeholders, Board members and advisors to help organize LTA. The Board of LTA is a group of individuals who are committed to decision making process that will help LTA take the necessary steps of becoming a successful charter school. LTA truly believes that the Governing Board that has been created and is still developing is and will be a Board interested in sustaining High – Quality Governance.

LTA understands one of the key challenges will be finding people with the right types of skills and expertise to create a Board that has people who can complement each other. The Board will be composed of people with skills in important areas of leadership experience, school operations, finance skills, legal skills, real estate services, human resources, wellness, fitness and nutrition and educational leadership in the classroom and administration. It is important for us to have Board members who are dedicated to the educational concept of LTA. LTA wants Board members who can stay with the Board through training and have knowledge that will make them productive advocates.

LTA has intentionally searched out former Delaware high school and college graduates who have distinguished themselves in the areas of Science, Technology, Engineering and Math Education, Law and Legal issues to be a part of our Advisory Board.

The challenge of creating and sustaining high quality governance Boards for charter schools is discussed in much of the research. Through planning and training will make sure our Board members understand the following:

- Understand the Mission and Vision
- Educational concept of LTA
- Board member responsibilities
- The decision making process within LTA
- Resource development and needs

The need to know the students and communities LTA serves.

LTA plans to end up with a dynamic, compatible and effective group of leaders, as build our Governing Board, Advisory Board, Planning Teams, Partnerships and other support groups.

*Passion fuels our work. It give us hope. It fuels our imaginations,  
Passion gives us the courage to do. To give and share... The vision,  
Resources, expertise and planning will continue to come and grow when  
People see are in the business of raising the passion of people with LTA.*

The mission and vision of LTA will be the driver for Program Development. LTA truly realizes that money and resources are important but will not let them be the driver. Everyone in the school will be held accountable for advancing the mission.

*Everyone Markets  
Everyone Recruits  
Everyone Fundraises and  
Everyone is eventually a teacher.*

*“A leader’s role is to raise people’s aspirations for what they can become and to release their energies so they will try to get them there”-- David R. Gergen.*

The guiding documents of LTA will be the key in school management: planning, budgeting, marketing, evaluation and in addressing all essential questions and activities. This expectation of the Board can serve for our Professional Leadership and Teaching Staff as they lead and teach not only our classrooms but our: business offices, hospitals, legal and manufacturing companies.

“Productivity is never an accident. It is always the result of a commitment to excellence intelligence planning and focused effort” -- Paul T Meyer.

**2. Structure and Composition. Describe the size, current and desired composition, powers...:**

- a. The school will be an educational and operational success; and**
- b. There will be active and effective representation of key stakeholders. (Note: Pursuant to 14 Del. C. § 512(1), the Board must ensure representation by an educator from at least one of the charter schools operated by the Board and at least one parent of a student enrolled in a charter school operated by the Board.)**

(a) (b) LTA’s Bylaws of the Board of Directors allows for a minimum of five (5) and maximum of 11 members. Not all the 11 seats need to be filled at any given time. If all seats are not filled the Board will seek to fill an odd number of seats to help ensure there will be no tied votes. On average the Board’s Bylaws allow it to operate with a minimum of five (5) members. The base skills and expertise sought by the Board include:

- Financial
- Educational
- Political
- Human Resource Management
- Legal
- Entrepreneurial
- Medical/Wellness

The Board will seek to keep several seats vacant for strategic purposes. For example, if the school is seeking a new facility it may be prudent to have a developer or architect on the board for a one-year term. Per Delaware Law, the Board will always have among its

members one educator employed by the school and one parent of a student currently and actively enrolled in the school. They will each serve three-year terms. The CEO will serve on the Board as the Executive Secretary ex officio (non-voting) member. The School Leader will also be a member of the Board serving as an ex officio (non-voting) member. The LTA Board of Directors will be composed of a Chairperson/President, Vice Chairperson/Vice President, Treasurer and Secretary. These titles and the members that hold them will be recognized as the Officers of the Board. As officers, they will have the authority to act on the wishes of the full Board and sign documents, negotiate and represent the Board at events. All Board members will be required to attend Board training seminars given by the Delaware Department of Education and consultants hired by LTA. The Board's mandate is to ensure that the school remains in compliance with federal, state and local regulation's and that the school is operating in accordance with its performance agreement while staying economically viable/by creating the committees listed in this section, the Board hopes to attract independent professionals to participate in the analysis of each area to ensure the highest level of education is being delivered to the students.

- 3. Roles. Describe the primary roles of the Board and how it will interact with the Principal/School Leader and any advisory bodies. List all currently-identified Board members and their intended roles, and summarize their interests in and qualifications for serving on the school's Board. See Appendix 3 Section 1.6 for BOD roles.**

*LTA will adopt Board roles from the NYC Guidebook. See <http://defendcharterschools.org/NYCGuidebook.pdf>*

- 4. As Attachment 11, provide a completed and signed Charter School Board Member Information Form for each proposed Board member. See ATTACHMENT 11 for Governing Board Member information forms.**

- 5. As Attachment 12, provide a completed and signed Charter School Board Member Disclosures Form for each proposed Board member. See ATTACHMENT 12 for Governing Board Member Disclosures.**

- 6. Procedures. Explain the procedure by which Board members have been and ....**

Prospective Board members are nominated from a general list of candidates submitted by current Board members. A member of the Board who may have a relationship with a candidate approaches the candidate informally. If interest is expressed, a letter is sent to the candidate requesting they attend an interview with the Board's management team. Candidates are vetted at that meeting and the management team reports back to the full Board with its recommendations. The board votes on inviting candidates to join. Once a candidate accepts the invitation, they are scheduled for Board training. Candidates will be selected based on a specific skill set, their relationship and standing in the community being served by the school or their experience in the field of education.

LTA’s Board of Directors shall meet in a meeting open to the public once per month with the possible exception of July {maybe in attendance at the National Alliance of Charter Schools Conference}. The Board will hold its annual meeting in June.

**7. School Oversight**

**a. Describe how the Board will approach its oversight role. Describe the metrics or ....**

LTA Board has four key functions: 1) ensuring that only highest quality applicants are approved to employed through a comprehensive application review process, 2) using effective oversight in holding the school to high standards for results and making oversight decisions in the interests of students, 3) providing meaningful support including clear feedback, rewards and consequences, and 4) Active engagement of our stakeholders - being transparent and accountable, providing information, and soliciting feedback about community impacts and preferences.

LTA will utilize the Delaware Department of Education Charter School Office Performance Framework as authorized in 14 Del. Admin. C. 275, with its rigorous standards and metrics by which each and every public charter school is evaluated. See the table below for its major category sections descriptions.

Performance Framework	How Board Receives Information	Metrics	From Whom Board Receives Information	Board Review Frequency
Academic Performance	State DCAS Test Summary (reading and math)	Student Growth Over Time	School Leader and CEO	Quarterly
	Eschool Plus, Dashboard System	Student Achievement	School Leader CEO	Daily
	Summative Assessment	State and Federal Accountability	School Leader CEO	Quarterly
	LTA Student Assessment Plan	Post-Secondary Readiness	School Leader CEO	Quarterly Periodically
	Optional	Mission Specific Academic Goals		
Financial Performance	First State Financial (FSF) Reports, State Checkbook, Financial Indicators	Near Term Indicators	Financial Specialist	Monthly
		Sustainability Indicators	Financial Specialist	Monthly and Annually
Organizational Performance	DDOE as School Authorizer	Education Program	School Leader Lead Teacher	Monthly

		Financial Management and Oversight	Financial Specialist CEO	Monthly and Annually
		Governance and Reporting	CEO	Monthly and Annual
		Students and Employees	School Leader/CEO	Monthly and Annual Summary
		School Environment	School Leader	Monthly and Annual Summary
		Additional Obligations	CEO/School Leader	Monthly and Annual Summary

**b. Describe the financial policies and procedures that the Board and administration....**

LTA will follow the State of Delaware’s Budget and Accounting Policy Manual which sets forth the general budgeting and accounting policies, rules, regulations, and guidelines for use by State Organizations in the planning, budgeting, managing, and reporting of the State’s financial processes. The Manual, in addition to LTA's use of the State's First State Financial (FSF) system, is to be used as a tool to ensure LTA’s budgetary, accounting, and financial information remains timely, integrated, easily accessible, and accurate. It will be a point of reference for LTA employees and users of the State’s finance and accounting system. Refer to <http://www.budget.delaware.gov/accounting-manual/account-manual.shtml> for the complete State of Delaware's Budget and Accounting Manual.

**c. Describe an, at a minimum, annual process for evaluating whether financial ....**

At the end of each school year, LTA's School Leader, CEO and (Administration) and Board of Directors, to include its Citizen’s Budget Oversight Committee, will conduct a comprehensive review of its financial and operational position to ensure the school is effectively carrying out its mission. LTA will also have an annual audit performed by an independent party and use the services of the State when required and if necessary

**d. Identify the enrollment threshold that would compel the Board to delay opening ....**

LTA will need to have enrolled 80% or close to 80% of its enrollment by April 1, 2016, before making a decision a delay opening. LTA financial budget depends upon the income from other generating school districts as most other charter school do. LTA believes that with its strategic marketing campaign as well as the demand for our curriculum, should meet the Title 14 Code § 506 enrollment restriction.

**e. Describe how the Board and School Leadership Team will utilize the...**

LTA’s Board and School Leadership Team believes as does Education World in its web article: “State Your Mission: Creating Mission Statements that Work”

(<http://www.educationworld.com/admin/admin/adminimutest2.shtml>). LTA will utilize its mission as a focal point for learning. It will guide all school activities, and even assist in choosing the right people to join our staff.

"The clearer a school community is about its mission, the more successful it can be," Cile Chavez, Ed.D., told Education World. "A mission can serve as a centerpiece for faculty, staff, and students. It can serve as a framework for making decisions and for building relationships. Powerful missions give people a sense of purpose and passion. Every school should crisply articulate a mission statement and walk the talk." LTA will use its mission when making decisions about its curriculum, health and wellness program, staffing, its school location and its growth and development in general.

**f. Describe the School Leader contract. Identify whether there will be**

LTA's School Leader's job description and contract can be found in *See Appendix 2 Section 1.5 Staffing School Leader Contract*.

The School Leader's performance targets are as follows:

1. Meets Smarter Balanced standardized test standard as a school by year three – Academic Performance.
  2. Projects LTA as a community school with personal community engagement.
  3. Promotes the year round school concept and programs.
  4. Provides evidence of recruitment efforts in recruiting females to pursue LTA's engineering Archway – Processes of Design and Engineering.
  5. Provides evidence of the Organizational Performance of LTA.
  6. Provides evidence of students meeting Post-Secondary Readiness.
  7. Promotes collaborative problem solving and open communication.
  8. Collects, analyzes and uses data to identify school needs and changes in the instructional program.
  9. Models wellness and fitness amongst the staff and the community.
  10. Raises funds for school programs and projects that impact student achievement
  11. Builds a team and family climate.
  13. Encourages parents involved in the early breakfast and parent empowerment Thursday night dinner meetings.
  14. Ensures that staff, students, and families feel respected, valued, and important
- 11 out of the 13; excluding Nos. 1 and 6

**1. Board Improvement. Explain the plan for increasing the capacity of the Board. ...**

The Board Secretary is responsible to stay updated on any training opportunities offered by the State. All Board members will be required to take the State mandated Board training prior to participating in their first Board meeting. The primary responsibility of the Board is to ensure compliance to all regulations, to guarantee that the school leadership stays true to the charter and strategic plans established by the Founding Board. In addition, the Board is responsible for oversight of all financial activities.

The Board will utilize the data collected from the testing and grading system as well as the data supplied to the State in the year-end reports and the status of the budget. The Board will consider itself successful if all terms of the performance agreement are met or exceeded and the school's financials fall within or above those prescribed by the Board each year. If there are issues with the school's performance, those issues will fall upon the Board as well. A corrective plan must be created and implemented. This plan can include actions such as; contacting the DDOE for additional Board training, hiring consultants to assist the Board creating remedies for any issues. It is expressly understood by LTA that it is the Board's ultimate responsibility of the school's performance.

**2. Board Continuity. Describe how, and on what timeline, new Board members...**

When LTA's charter is approved and the planning period begins, so begins the transition period from the Founding Board to the Governing Board. The school has already begun the process to identify Board members for the school's Governing Board. Several members of the Founding Board will rotate off immediately leaving only the chairman/CEO and Treasurer as members of the Governing Board. The Treasurer will continue as a Board member for one additional year and will train the new Treasurer. The Board Chair will remain with the school's Board for two additional years {one as a voting member to train the new Chairperson and one year ex officio}. The Board will vet all new members of the Board by reviewing resumes/CV's and interviews to determine if the candidates have the skills necessary to oversee the operation of a charter school.

**3. Ethics and Conflicts of Interest. Describe the Board's ethical standards and....**

LTA has developed a Conflict of Interest Policy. A conflict of interest statement will be included in the Bylaws and a reference will be made requiring all Board members to read the policy. The policy will be part of the binders Board members will be given on their first day of service. The topics covered in the policy are as follows:

- Article 1 -- Purpose
- Article 2— Definition
- Article 3 – Procedures
- Article 4 – Records of Proceedings
- Article 5 – Compensation
- Article 6 – Annual Statements
- Article 7 – Periodic Reviews
- Article 8 – Use of Outside Experts

*See Appendix 1 Section 1.6 for BOD Interest Reception and Meet and Greet documents.*