

Model School District: Collaboration and Governance
Agenda and Memo
September 29, 2016

Introduction (9:00 A.M. - 10:00 A.M.) - Overview of work to date and next steps

- Welcome
- Review progress to date and agenda
- Framework process update

Collaboration and Governance of MSD (10:00 A.M- 12:00 P.M.)

- Defining the value and risks/challenges of MSD/coalition
- Exploring options for Governance and Coordination Models

Lunch (12:00 P.M. - 1:00 P.M.)

Collaboration and Governance of MSD (Cont.) (1:00 P.M. - 2:30 P.M.)

- Expectations for partner organizations
- Exploring funding and public-private partnerships
- Conclude discussion

Other/Next Steps

Collaboration Guiding Questions

What are the best ways for us to work together to achieve the shared vision? (What governance, operations, and behaviors are necessary to accomplish the goals that lead to the vision?)

1. What is a coalition and what is the value of a MSD coalition? (see comments below)
2. What types of partnerships/collaboration will we have? (see possible models below)
3. What are our points of independence/interdependence? What governance, operations, and behaviors are necessary to produce the desired results?
4. What is expected of each partner organization?
5. How will funding be identified and secured?
6. How will we "operationalize" the government and non-governmental partnership?

What is a coalition? A coalition is an alliance of individuals and organizations, sometimes referred to as an "organization of organizations," that come together to address a specific problem or issue and reach a common goal(s). Goals that focus on system-wide changes and collaborations and require a variety of expertise are particularly well suited for coalitions.¹

What is the value-added of the MSD/Coalition:

1. Address the issues of fragmentation, knowledge sharing, coordination, division of labor
2. Increase access to funding opportunities
3. Increase political influence and advocacy potential
4. Enhances and streamlines potential of public private partnership
5. Expand networking opportunities
6. Enhances our understanding of the education system's needs
7. Allows for the possibility of more complete solutions for the needs of the child, community, and system
8. Allows for economies of scale
9. Allows for the elimination of duplication and redundancy

Disadvantages:

1. Coordination burden
2. Potential political challenges within the coalition of multiple organizational interests
3. Differences of perspective, opinion, or values on particular matters
4. Misplaced recognition - who get's credit for what

¹ Phil Rabinowitz, "Coalition Building I: Starting a Coalition", Community Tool Box: Part B ed. Tom Wolff, <http://ctb.ku.edu/tools/>

Three Options for Governance and Coordination Models

(Proposed models below are adapted from Phil Rabinowitz, "Coalition Building I: Starting a Coalition", Community Tool Box: Part B ed. Tom Wolff, <http://ctb.ku.edu/tools/>)

i. Coordinating Council (i.e., Executive Committee)

- Fulfills many of the same responsibilities as a steering committee in addition to coordinating the coalition's activities.
- Acts as a director or program coordinator by modifying broad organization-wide objectives and strategies in response to input from individuals or committees.

- Example: Public Donor coordinating group in Haiti, other?
- Legal structure: MOU
- Coordination: one organization from among the group assumes responsibility for a set amount of time, could rotate at fixed intervals (i.e. annually) or remain constant. Could be elected based upon a simple majority or replaced by a motion from the group to arrange for a new coordinating group.
 - i. Personnel for coordination of programs are assumed by the coordinating organization and funded.
- Funding:
 - i. Coordinating organization to receive funds to facilitate coordination functions and hosting responsibilities and related costs. Funding could come from external sources (i.e. foundations) or require a member fee from participating organizations.
 - ii. Project funding to be determined based upon particular projects and organizations that assume leadership and chose to work together.
- Policy/process formulation (i.e. by-laws or governing document) Organizations propose certain policies or operating norms by which the MSD coordination will be governed
 - i. Includes a process for project development that includes project concept vetting and feedback, invitations to and exploration of participation, networks invited to participate, etc.
 - ii. Processes for becoming a member
 - iii. Decision Making: Consensus, and if needed, voting (2/3rds majority)
 - iv. Officer positions?
 - v. Frequency of meetings

ii. Board of Directors with a new organization (i.e., provide overall support, advice, and resources)

- Functions as a governing body of the organization, but does little coordination.
- Generally elects a president or chair, vice-president or vice-chair, secretary/clerk, and treasurer. Committee chairs and others may also be part of a larger executive committee.
- Works with staff to set policy for and oversee general functioning of the coalition, including:
 - Managing financial operations through the treasurer.
 - Hiring, firing, and supervising the director (if there is one) and supervising operations of the organization.
 - Making sure the mission and philosophy of the coalition are maintained.
 - Being legally responsible for all actions of the organization.
 - If there is no paid staff or the organization is a volunteer one, it may do some or all of the implementation work of the coalition.

iii. Hybrid - Coalition Board of Directors (w/ out a new organization)

- Functions as a Board of Directors, which is made of of the member organizations.
- But instead of a new organization, a host organization assumes the responsibility of “housing” the Director, who is evaluated, hired, and fired by the Board.