



Colorado Charter Schools Annual Conference

February 25-27, 2026
Denver Marriott Tech Center



PRESENTED BY



Improving Governance Through Alignment: Helping The Board and Head of School Work Together More Effectively (Part 2)

**Kenneth Schuetz, President
Aligned Influence**

**Andy Franko, CEO
Minga Education Group, Inc.**

Evergreen C
February 26, 2026 | 11:00 am – 12:00
Board and Governance



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We make it our priority to **advocate** for high-quality public charter schools across Colorado.



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Colorado League of Charter Schools

Improving Governance through Alignment

Helping the Board and Head of School to work together more effectively.

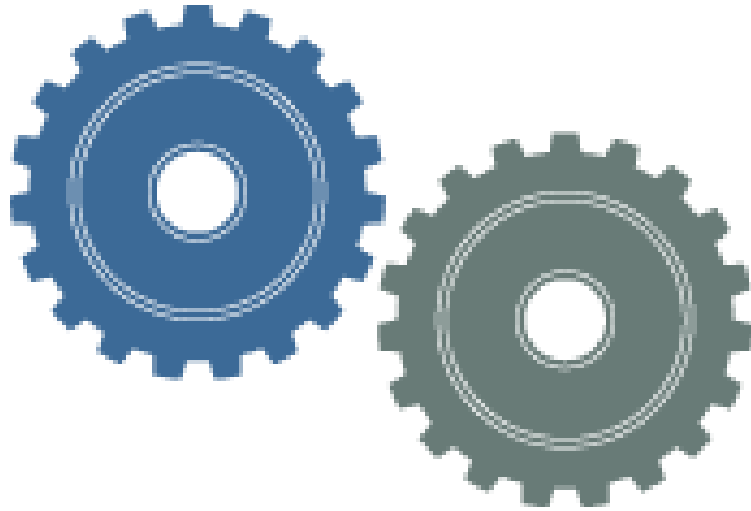
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INFLUENCE

Important Questions

- Why does your school have a Board of Directors?
- Who leads your school? Your Head of School or your Board?
- What is your Board's and your Head of School's role?
- Who does your Board protect?
- Is your school sustainable?

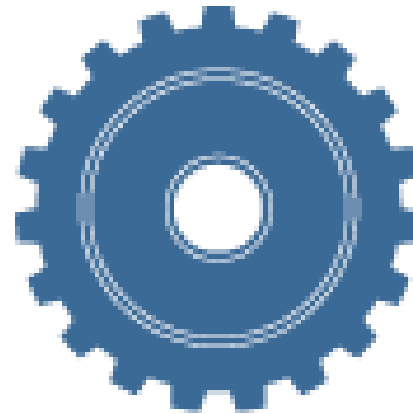
What's wrong with this picture?



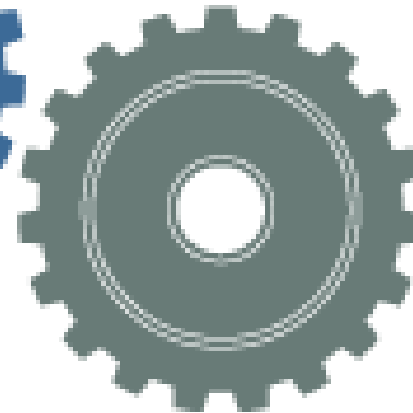
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What's wrong with this picture?

Board



Executive Team



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Old Models



Boards should replicate the functions of the Executive Team

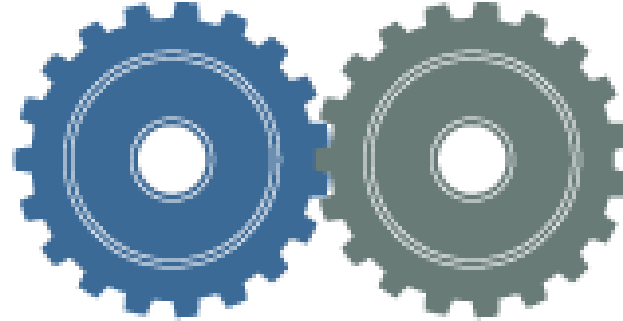
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Old Models



Boards Should...
Define the Ends
Limit the Means
Stay OUT of Everything Else

New Answer/New Model



Define and Align the Unique Influences of Both the Board
and the Executive Team.

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Aligned Influence Model



Aligned Influence[®]

In “Aligned” schools...

- Boards
 - Direct through definition of the service, product or value to be delivered
 - Protect through establishment of operational boundaries to be respected by executive and monitored by the board.
 - Enable through advocacy, resource development and role discipline.

Aligned Influence[®]

In “Aligned” schools...

- Executives
 - Lead through future-focused planning.
 - Manage through now-focused procedural and policy development.
 - Accomplish through clear understanding of the strategic “what” defined by the board.

Ordered Pairs of Influence

- Boards direct.
 - Defining what is to be accomplished.

AND

- Heads of School lead.
 - Establishing short and long term plans for accomplishing the work defined by the board.

Ordered Pairs of Influence

- Boards protect.
 - Defining and monitoring operational boundaries in key operational areas.

AND

- Heads of School manage.
 - Establishing operational policies and procedures to ensure compliance within operational boundaries defined by the board.

Ordered Pairs of Influence

- Boards enable .
 - Creating and utilizing relationships to advocate for and develop resources for the organization.

AND

- Heads of School accomplish.
 - Creating products, services or value in alignment with the direction of the board.

Key Leadership Roles

- Chairperson of the Board
 - Ensures the discipline of the Board
 - Facilitates the work of the Board
 - Acts as the key contact between the Board and the Head of School
- Head of School
 - Ensures work of the organization is accomplished
 - Organizes and assigns work of the staff
 - Acts as the key contact between the staff and the Chairperson of the Board

Committees of the Organization

- Committees are defined as either board or staff committees
- Board Committees
 - Assist the Board in doing its work
 - Report to the Board
- Staff Committees
 - Assist the Staff in doing their work
 - Report to the Head of School or Staff

Policies of the Organization

In “Aligned” schools...

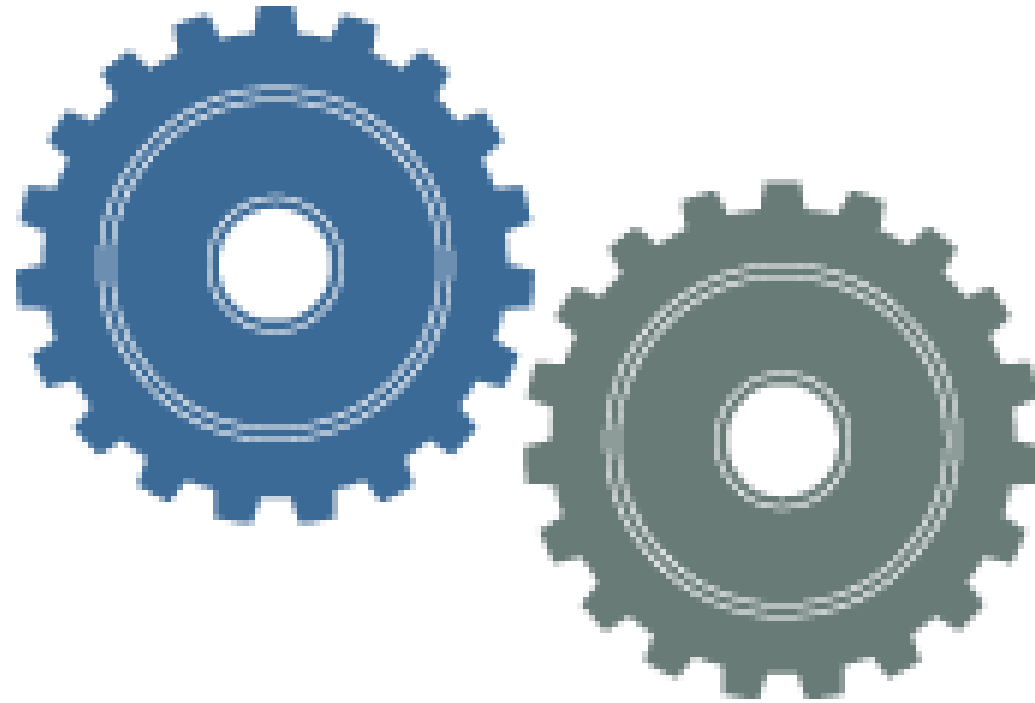
- Bylaws/Charters are created by an attorney to establish the school.
- Governing policies are created by the board of directors to direct, protect and enable the school.
- Operating policies are created by the executive to lead, manage and accomplish the work of the school.

Your thoughts?

- How do you think alignment or misalignment is impacting your school's governance today? Your role?
- What did you hear today that intrigued you? Challenged you? Surprised you?
- How might what you heard today help you overcome obstacles to improving governance?
- How might better alignment help you change what has to be changed?
- How might better alignment impact development activities?

Important Alignment Steps

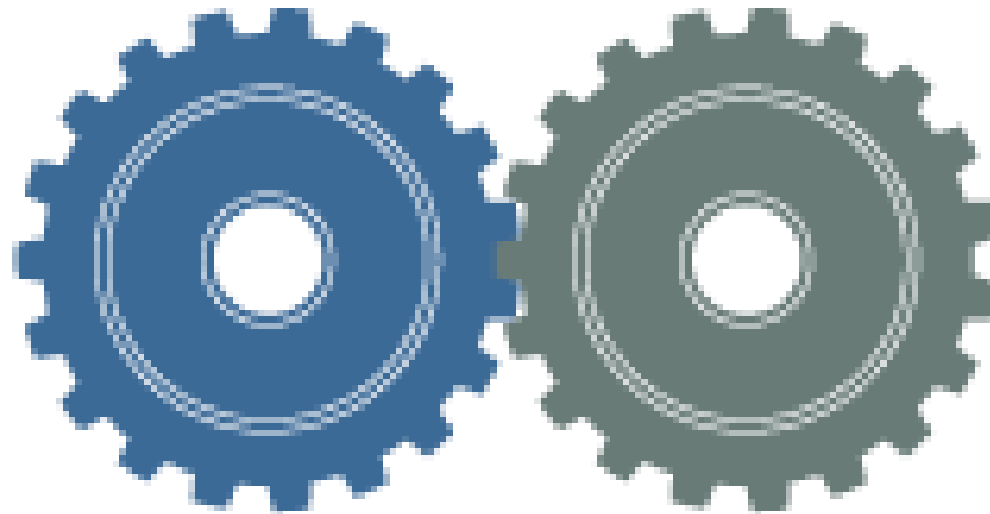
Check Your Alignment



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Important Alignment Steps

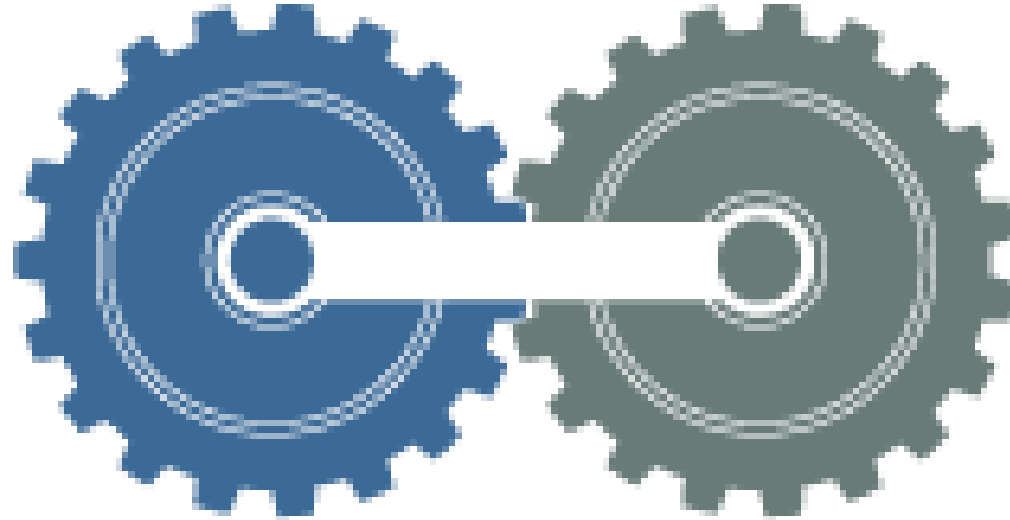
Get Aligned



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Important Alignment Steps

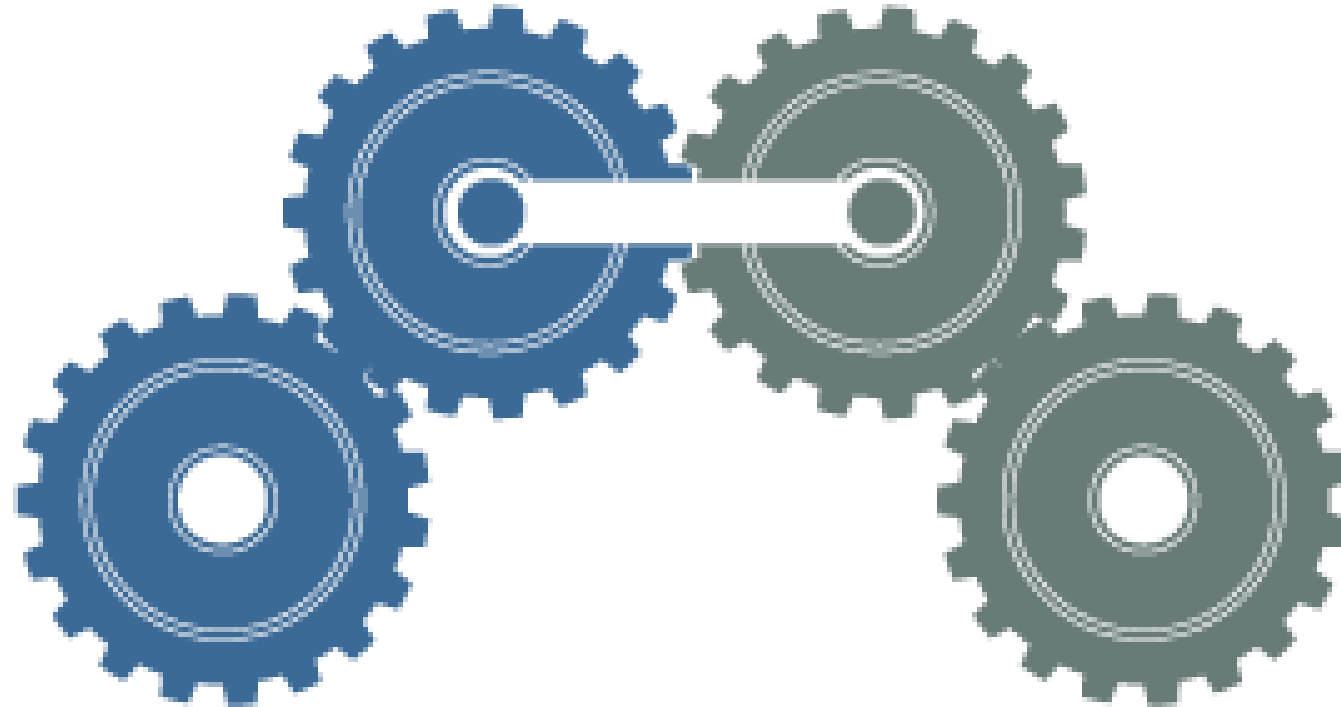
Stay Aligned



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Important Alignment Steps

Drive Effectiveness

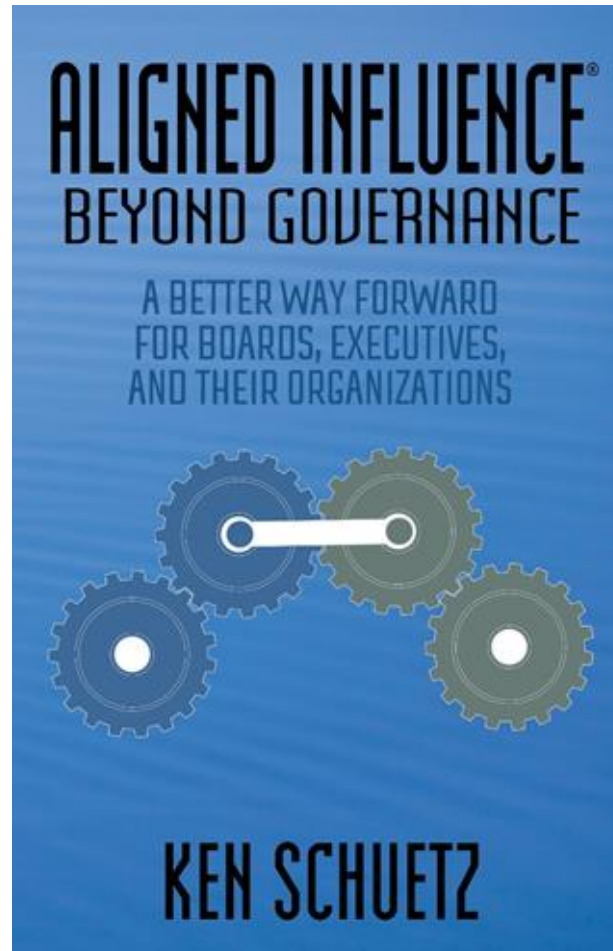


All of Which Allows....[®]

- The Head of School to operate the school with clear goals and boundaries.
- The Board to govern the school in a structured manner and to have time to be more outward focused.

Q & A

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Follow-up

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**“
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feedback
helps us all
move forward
together**



**Colorado League of
Charter Schools**



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