

Bold Goals Education

Accountability Structure Process Manual

PART I – Overview of Bold Goals Education

Section 1 – Name

The name of this education collective impact coalition shall be Bold Goals Education.

Section 2 – Description

Bold Goals Education is the education impact area of the Bold Goals Coalition of Central Alabama. Bold Goals Education is comprised of community members, organizations, and key leaders from different sectors working together to get every Central Alabama student on a pathway to become a productive individual in a prosperous region. The Bold Goals Education Steering Committee is organized as a leadership body to guide the implementation of Bold Goals Education.

Section 3 – Vision

Every student on a pathway to becoming a productive individual in a prosperous region.

Section 4 – Mission

Engaging community partners to align Central Alabama’s resources to prepare every student for college, career, and life.

Section 5 – Key Principles

Bold Goal Education is built upon a collective impact framework. Within that framework, participants commit to the constructive use of data to drive effective decisions, to working in an open and transparent manner with public participation and collaboration, to accepting shared responsibility for educational outcomes, to coordinating action along the education pipeline using a continuous improvement model, and to aligning funding around proven strategies.

Part II – The Education Steering Committee

Section 1 – Membership of the Education Steering Committee

The Education Steering Committee shall consist of not less than twenty (20) and not more than (30) members, and shall include high-level representatives from the Bold Goals Coalition Leadership Council, Higher Education Providers, Business and Industry, Funders, Non-profit Agencies, Superintendents, Public Officials, the Alabama State Department of Education, as well

as at least one teacher, parent, and student. The chairpersons of the Pre-K, K-12, and Post-Secondary Councils shall also be members of the Steering Committee. Backbone staff, including representatives from the United Way of Central Alabama and the Public Affairs Research Council of Alabama, shall attend meetings of and provide support to the Steering Committee.

Section 2 – Terms of Office and Election of the Education Steering Committee

2.1 Education Steering Committee members' terms of office shall be three (3) years each with approximately one third (1/3) of the Council members' terms expiring each year.

2.2 An Education Steering Committee member may serve two (2) consecutive terms. Inaugural Steering Committee members may serve one (1) partial term and two (2) subsequent, consecutive full terms.

2.3 The chairperson shall convene an ad hoc nominating committee annually for the purpose of nominating a slate of new members in accordance with the staggered terms of office provisions. The Steering Committee shall review and approve the new member slate of candidates presented by the ad hoc nominating committee.

2.4 The inaugural Steering Committee shall be named and placed into staggered classes by the current co-chairs of the Education Workgroup, in consultation with the Bold Goals Coalition Leadership Council, the current Education Workgroup steering committee, and backbone staff.

Section 3 – Expectations of Education Steering Committee Members

Expectations of the Education Steering Committee Members include, but are not limited to, the following:

- Work together to ensure that every student in Central Alabama enters kindergarten prepared, succeeds academically with the necessary support inside and outside of school, graduates from high school, and successfully enters a career or completes post-secondary education,
- Align individual and collective action, advocacy, and funding to the following key areas:
 - Kindergarten readiness
 - 3rd and 8th grade reading proficiency
 - 3rd and 8th grade math proficiency
 - High School graduation
 - Meeting College and Career-Ready benchmarks
 - Postsecondary enrollment
 - Postsecondary completion
 - Successful entry to the workforce,

- Promote the constructive use of data, commit to championing effective data driven decision-making, and provide relevant data from their organizations to the coalition,
- Advocate for shared responsibility, coordinated action along the education pipeline, and alignment of funding toward proven strategies,
- Attend regular and special meetings,
- Designate permanent proxies to attend meetings when they are unable to attend,
- Ensure that representatives from their organizations are active participants in the Councils (Pre-K, K-12, and Post-Secondary) and the Action Networks as appropriate,
- Measure the success of Bold Goals Education by tracking its progress relative to the identified outcomes, and
- Continuously review and improve the processes and structures of Bold Goals Education to maximize the effective alignment of action and funding.

Section 4 – Responsibilities of the Education Steering Committee

- Ensure that Bold Goals Education is being implemented with diverse, representative, and broad-based participation from cross-sector stakeholders.
- Empower and support the Councils and Action Networks to implement the strategies of Bold Goals Education
- Establish priorities and monitor progress of Bold Goals Education implementation with input from the Pre-K, K-12, and Post-Secondary Councils
- Track & report outcomes to the community
- Leverage, secure, and monitor funding
- Adhere to and champion the vision and mission of Bold Goals Education
- Establish and continuously improve the Bold Goals Education infrastructure and reporting relationships
- Identify strategic opportunities and gaps
- Convene and report to the plenary group at least annually.
- Report to and receive input from the Bold Goals Coalition Leadership Council

Section 5 – Meetings and Meeting Notices of the Education Steering Committee

5.1 Regular Meetings-There shall be a minimum of two regular meetings each calendar year at dates, times, and places fixed by the Education Steering Committee. Notice of the regular meetings will be published at least one month in advance.

5.2 Special Meetings- Special meetings of the Education Steering Committee may be called by the Chair, or by one third (1/3) of the Education Steering Committee members. A special

meeting must be preceded by at least two (2) days notice to each Education Steering Committee member of the date, time, and place of the meeting.

Section 6– Quorum of the Education Steering Committee

The number of Education Steering Committee members may fluctuate over time. A Quorum of the Education Steering Committee must be present to conduct meetings and/or otherwise transact business of any kind. A Quorum shall be equal to 40% of the seated members (or their proxies) of the Education Steering Committee.

Section 7 – Annual Report and Plenary Gatherings

The Education Steering Committee will report annually to the community. Such report must be provided at an annual plenary gathering, the place, date, and hour of which shall be determined by the Education Steering Committee. Such report will also be available online year-round. The Education Steering Committee may also call other plenary gatherings as necessary.

Section 8 – Voting of the Education Steering Committee

Votes of the Education Steering Committee shall pass by a simple majority of those present and voting, except where otherwise prescribed in this document. At the option of the Chair, a conference call with two (2) business days notice may be conducted and vote(s) taken provided said members are given detailed information on the issue(s) on which they are voting. The Chair may also elect to conduct business by email, including votes by email, when it is impractical to call a special meeting, or if urgent business cannot wait until the next regular meeting.

Section 9 – Vacancies on the Education Steering Committee

Vacancies on the Education Steering Committee shall be filled by appointment by the Chair of the Education Steering Committee. Any individual that fills a vacancy on the Education Steering Committee shall serve until the next annual election as an interim member, and may subsequently be elected to two (2) consecutive full terms.

Section 10 - Removal from the Education Steering Committee

A member of the Education Steering Committee can be removed from the Education Steering Committee for having three (3) consecutive absences. Removal will require a two thirds (2/3) vote of those present and voting at an Education Steering Committee meeting.

Section 11 - Officers of the Education Steering Committee

11.1 – Chairperson(s) The Chairperson(s) of the Education Steering Committee shall be appointed annually by the Bold Goals Coalition Leadership Council. The term of office for Chairperson(s) shall be one (1) year. The number of consecutive terms of office that Chairperson(s) may serve is three (3). The Bold Goals Coalition Leadership Council may also choose to appoint Co-Chairpersons in lieu of appointing a Vice-Chairperson.

Responsibilities of the Chairperson(s) include:

- Ensure that the Steering Committee abides by the process manual and any other established policies;
- In collaboration with the backbone staff, establish agendas for all Education Steering Committee meetings and preside at those meetings;
- Preside or arrange for another officer to preside at each meeting;
- Serve as ex-officio member of all committees;
- Work in partnership with the staff to ensure Education Steering Committee resolutions are carried out;
- Call special meetings if necessary;
- Appoint ad hoc committee Chairs and members;
- Assist staff in conducting new Education Steering Committee member orientation, as needed;
- Work with staff to recruit new Education Steering Committee members;
- Act as spokesperson for Bold Goals Education; and
- Periodically consult with Education Steering Committee members on their roles and help them assess their performance.

11.2 – Vice-Chairperson The Vice-Chairperson(s) of the Education Steering Committee shall be appointed annually by the Bold Goals Coalition Leadership Council, unless the Bold Goals Coalition Leadership Council appoints co-chairs instead. The term of office for the Vice-Chairperson shall be one (1) year. The number of consecutive terms of office that a Vice-Chairperson may serve is three (3).

Responsibilities of the Vice-Chairperson include:

- Chair committees on special subjects as designated by the Education Steering Committee and Chairperson;
- Attend all Education Steering Committee meetings;
- Preside over meetings in the absence of the Chairperson;
- Carry out special assignments as requested by the Education Steering Committee Chairperson;

- Understand the responsibilities of the Education Steering Committee Chair and be able to perform these duties in the absence of the Chairperson; and
- Participate as a vital part of the Education Steering Committee leadership.

Part III – Pre-K, K-12, and Post-Secondary Councils

Section 1 – Membership of the Pre-K, K-12, and Post-Secondary Councils

Each Council (Pre-K, K-12, and Post-Secondary) shall consist of not less than ten (10) and not more than twenty (20) members, and shall include representation from non-profit agencies (Executive Directors), content experts, all of the Action Network Conveners, and where appropriate, representation from higher education (such as program/department directors), school principals and/or school district administrators, the Alabama State Department of Education, business and industry, and funders. Backbone staff, including a representative from the Public Affairs Research Council of Alabama, shall attend meetings of and provide support to the Councils.

Section 2 – Terms of Office and Election of the Pre-K, K-12, and Post-Secondary Councils

2.1 Council members' terms of office shall be three (3) years each with approximately one third (1/3) of the Council members' terms expiring each year.

2.2 A Council member may serve two (2) consecutive terms. Inaugural Council members may serve one (1) partial term and two (2) subsequent, consecutive full terms.

2.3 Each Council shall nominate annually a slate of new members in accordance with the staggered terms of office provisions. The Education Steering Committee shall review and approve the nominations.

2.4 The inaugural Councils shall be named and placed into staggered classes by the current co-chairs of the Education Workgroup subcommittees, in consultation with the Education Steering Committee and backbone staff.

Section 3 – Responsibilities of the Pre-K, K-12, and Post-Secondary Councils

- Coordinate the overall strategy for each focus area (Pre-K, K-12, Post-Secondary)
- Regularly review the outcomes and indicators for each focus area
- Establish the Action Networks
- Ensure the Action Networks are fulfilling their charters
- Provide summary reports on Action Network and Council activities and strategies to the regular meetings of the Education Steering Committee

- Work with PARCA to ensure appropriate data collection, analysis, and reporting by the Action Networks and to the Education Steering Committee
- Provide input to the Education Steering Committee as to overall strategy and any major adjustments needed for outcomes and indicators.

Section 4 – Meetings and Meeting Notices of the Pre-K, K-12, and Post-Secondary Councils

4.1 Regular Meetings- The Councils are encouraged to meet at least quarterly at dates, times, and places fixed by each Council. Notice of the regular meetings will be published at least one month in advance.

4.2 Special Meetings- Special meetings of each Council may be called by the Chairperson of each Council. A special meeting must be preceded by at least two (2) days special notice to each Education Steering Committee member of the date, time, and place of the meeting.

Section 5– Quorum of the Pre-K, K-12, and Post-Secondary Councils

A Quorum of each Council must be present to conduct meetings and/or otherwise transact business of any kind. A quorum shall be equal to 40% of the number of seated members of each Council.

Section 6 – Voting of the Pre-K, K-12, and Post-Secondary Councils

Votes of each Council shall pass by simple majority of those present and voting, except where otherwise prescribed in this document. At the option of the Chair, a conference call with two (2) business day's special notice may be conducted and vote(s) taken provided said members are given detailed information on the issue(s) on which they are voting. The Chair may also elect to conduct business by email, including votes by email, when it is impractical to call a special meeting, or if urgent business cannot wait until the next regular meeting.

Section 7 – Vacancies on the Pre-K, K-12, and Post-Secondary Councils

Vacancies on Pre-K, K-12, and Post-Secondary Councils shall be filled by appointment by the Chairs of the respective Councils.

Section 8 - Removal from the Pre-K, K-12, and Post-Secondary Councils

A member of a Council can be removed for having three (3) consecutive absences. Removal will require a two thirds (2/3) vote of those present and voting at a Council meeting. Council members can also be removed by a two thirds (2/3) vote of those voting and present at an Education Steering Committee meeting.

Section 9 - Officers of the Pre-K, K-12, and Post-Secondary Councils

Chairperson(s) The Chairperson(s) of each Council shall be appointed annually by the Education Steering Committee. The term of office for Chairperson(s) shall be one (1) year. The number of consecutive terms of office that Chairperson(s) may serve is three (3). The Education Steering Committee may also appoint Co-Chairpersons of each or any Council.

Responsibilities of the Chairperson(s) include:

- Ensure that each Council abides by this Process Manual and any other established policies;
- In collaboration with the backbone staff, establish agendas for all Council meetings and preside at those meetings;
- Work in partnership with the staff to make sure all Council resolutions are carried out;
- Serve as voting member(s) of the Education Steering Committee;
- Call special meetings if necessary;
- Appoint ad hoc committee Chairs and members;
- Assist staff in conducting new Council member orientation, as needed;
- Work with staff to recruit new Council members;
- Act as spokesperson for each Council; and
- Periodically consult with Council members on their roles and help them assess their performance.

Part IV – Action Networks

Section 1 – Process for Establishing Action Networks

- One of the Councils (Pre-K, K-12, and Post-Secondary) decides to establish an Action Network around one (or two closely-related) indicators. For example, the K-12 Council may decide to establish an Action Network around 3rd and 8th grade reading proficiency.
- The relevant Council names the Convener for the Action Network. The Convener also becomes a voting member of that Council. The Convener’s term on the Council shall coincide with his or her term as Convener.
- The Convener, with assistance from backbone staff, gathers relevant cross-sector stakeholders to evaluate disaggregated data and develop strategies for moving the particular indicator(s).
- The Convener, with assistance from backbone staff, moves the stakeholders through the evaluation process to develop a charter and an action plan for the Action Network.

Section 2 – Membership and Expectations of the Action Networks

Action Networks determine their own membership. All Action Network members must abide by the charter and action plan for their particular Network, and must strive to attend all meetings.

Section 3 – Responsibilities of the Action Networks

- Operate within a continuous improvement framework to fulfill their charters
- Operate according to their action plans, while continuously adjusting the plans to maximize effectiveness
- Provide documentation of their charters and action plans to the appropriate Councils
- Work with PARCA to ensure appropriate data collection, analysis, and reporting for their particular indicators
- Provide reports to the regular meetings of the appropriate Councils
- Provide input to the Councils as to overall strategy and any adjustments needed to established Outcomes and Indicators
- Communicate with the appropriate Councils about any roadblocks or needs for assistance.

Section 4 – Meetings and Meeting Notices of the Action Networks

Action Networks shall meet as often as necessary to accomplish their work. Notice of the regular meetings will be published at least one month in advance; special meetings may be called with two days' notice by the convener.

Section 5 – Responsibilities of Conveners of the Action Networks

The Convener for each Action Network shall schedule and provide notice of all meetings in consultation with the members and staff; serve on and provide reports to the appropriate Council; facilitate Action Network Meetings, including the process of developing a charter and action plan; and ensure his or her Action Network is operating in a manner consistent with its charter and action plan.

Part V – Backbone Staff

Backbone Staff assigned by their respective employers to Bold Goals Education shall report directly to their employers of record. The backbone staff will:

- Maintain records of proceedings of the Education Steering Committee and the Education Steering Committee Committees, the Pre-K, K-12, and Post-Secondary Councils, and the Action Networks

- Perform other duties to advance the mission of Bold Goals Education within the scope of the job descriptions from and supervision by their employers of record, as well as those outlined in this Process Manual, subject to ongoing approval by the employers of record

Part VI - MISCELLANEOUS

Section 1 – Approval of Accountability Structure Process Manual

This Process Manual shall become effective upon approval by the inaugural Education Steering Committee. The Manual shall be made available to the Education Steering Committee members and the general public as requested.

Section 2 – Amendments to Accountability Structure Process Manual

The Education Steering Committee may amend the Process Manual with the affirmative vote of two thirds (2/3) of the Education Steering Committee.