

# CAN Leadership Team

# Guidelines For

# Governance<sup>1</sup>

Approved June 2022

**“Responsible boards<sup>2</sup> are competent stewards... Exceptional boards add active engagement and independent decision-making to the oversight function. Their members are open and honest with each other and the chief executive. They passionately challenge and support efforts in pursuit of the mission. The difference between responsible and exceptional boards lies in thoughtfulness and intentionality, action and engagement, knowledge and communication.”**

*The Source: Twelve Principles of Governance That Power Exceptional Boards  
(Boardsource, 2005)*

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<sup>1</sup>CAN's Guidelines for Governance can be approved and amended by 2/3 vote of the quorum present at any standing meeting, meeting called for that purpose, or through a quorum of all members through an electronic vote.

<sup>2</sup>Note: The CAN Leadership Team is not a Board of Directors and does not have the fiduciary responsibilities of a non-profit board. CAN's Fiscal Sponsor, the Foundation for California Community Colleges board of directors and officers are CAN's fiduciaries.

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<sup>3</sup>According to the Centers for Disease Control and Prevention, “Out- of- School Time (OST) is a supervised program that young people regularly attend when school is not in session. This can include before-and after-school programs on a school campus or facilities such as academic programs (e.g., reading or math focused programs), specialty programs (e.g., sports teams, STEM, arts enrichment), and multipurpose programs that provide an array of activities (e.g., 21st Century Community Learning Centers, Boys & Girls Clubs, YMCAs).” Reference - <https://www.cdc.gov/healthyschools/ost.html>.

<sup>4</sup>Sectors include but are not limited to government and community based health/ public health, mental health, social services, education (K-12 and higher education), expanded learning, child care, recreation, enrichment, nutrition, workforce development, municipality, child/family advocacy agencies, and other human service agencies.

<sup>5</sup>An interest holder is defined as a person with an interest or concern in something. An interest holder as it pertains to this handbook might include children, youth, families, OST professionals, community members, policymakers, and individuals including but not limited to representatives from any of the sectors mentioned in footnote number four.

# Our Purpose, Vision, and Mission

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## Our Purpose

The California AfterSchool Network (CAN) exists to make a difference in the health and well-being of children, youth, their families, and their communities by strengthening access to high-quality Out-of-School Time (OST)<sup>3</sup> programs.

## Our Vision

We envision compassionate communities that collaborate with OST programs to support whole children, families, and communities so that every young person, and every family is well-known, well-cared for, and prepared to thrive.

## Our Mission

We provide the resources and support needed by the OST field and its partners across sectors<sup>4</sup> to build high quality OST programs that improve the lives of California's most vulnerable children, youth, families, and communities.

# Organizational Strategies

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### **CAN is “of the field and for the field.”**

CAN *assembles and mobilizes* geographically, professionally, and culturally diverse interest holders<sup>5</sup> to collectively address significant workforce needs and advance innovation in the OST field.



### **CAN is a catalyst for quality.**

CAN *builds capacity* by promoting a shared vision of program quality and advancing a culture of continuous improvement in the OST field.



### **CAN is a vehicle for advocacy.**

CAN *equips* the field, interest holders, and decision-makers with the resources, data, and information that illuminates the importance of OST programs.



### **CAN is a conduit for communications.**

CAN *elevates* field voice and provides the information, tools, resources, and practices that address stated field needs and enhance practice.

# Guiding Principles<sup>6</sup>: How the CAN Leadership Team Works Together

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## **We support CAN's success**

We serve on behalf of the field to advance CAN's Mission, Vision, and Goals, and we support the organizational and fiscal integrity of CAN.

## **We act in service to the field**

We work in service to the field to address significant field need and advance innovation. We understand our work has urgency and impact beyond our individual positions or organizations.

## **We seek long-term solutions to complex issues**

We think before we act. We seek to create a shared understanding, eliminate ambiguity, explore complex issues and work toward systemic solutions that produce meaningful results.

## **We hold ourselves and each other accountable**

We closely monitor CAN's progress and hold each other to high expectations with compassion.

## **We are committed to Continuous Quality Improvement**

We reflect on successes, challenges, and progress toward goals. We celebrate our successes, address consequential issues, and work toward meaningful, attainable improvements.

## **We are adaptive and flexible**

We inform and support CAN's Mission, Vision, and Goals, and work; and we refocus, reframe, and innovate as field needs or conditions change.

## **We are collaborative**

We share information, resources, and responsibilities to achieve our collective aims through intentional relationship building.

## **We communicate authentically**

We engage in authentic dialogue and speak with candor. We are honest about issues, challenges, and conflicts, and surface them early for rapid resolution while being mindful of power, privilege, and equity.

## **We are respectful and supportive**

We maintain an environment of respect, emotional safety, and trust, and we support each other to achieve CAN's goals while learning and growing individually, and celebrating success.

## **We practice appreciative inquiry**

We honor and seek to learn from the diverse perspectives, knowledge, skills, and strengths of each team member. We assume positive intent, reserve judgment, and ask inquiring questions.

## **We have fun**

We share responsibility for a culture of engagement where we have a good time and experience joy in doing important work.

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<sup>6</sup>Approved June 15, 2017

# CAN Leadership Team Equity Statement

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## CAN is Committed to Equity and Justice

CAN is not neutral on issues of equity, social, and racial justice. We acknowledge neutrality as complicity in perpetuating injustice.

The [Quality Standards for Expanded Learning in California](#) highlight that quality programs create an environment in which students experience values that embrace diversity and equity regardless of race, color, religion, sex, age, income level, national origin, physical ability, sexual orientation, and/or gender identity and expression.

**As leaders in our field we seek to perpetuate these conditions for children, families, Out-of-School Time (OST) professionals, and communities.**



CAN acknowledges a history of white supremacy, racial injustice, patriarchy, hetero-normativity, capitalism, environmental injustice, and oppression that has resulted in inequitable outcomes for children, youth, families, and communities. **Serving as CAN Leaders requires us to acknowledge our history and to act intentionally as geographically, culturally, and professionally diverse allies to bring about a more just and equitable future.**

CAN acknowledges that our current systems are designed to produce the outcomes they are producing. These systems can be redesigned. CAN applies equity design principles to how CAN works, and integrates equity-driven principles into what CAN does. **CAN actively works to create a NEW WAY OF BEING, one that is human-centered, socially just, and anti-racist. We recognize that this approach supports the success of all people, and devalues none.**

We understand that the culture is steeped in norms and patterns of white dominance, patriarchy, hetero-normativity, etc. that are often difficult to recognize (like a fish recognizing water). **It is incumbent upon us as CAN Leaders to be open and inclusive of a diversity of perspectives, engage in personal reflection, and examine how our biases show up in our leadership.**

While CAN advocates and lobbies for policies supportive of OST access and quality, we also acknowledge that OST programs exist within a broader context that impacts the lives of the children, youth, families, and communities we serve. **Therefore, we advocate and lobby for just and equitable human-serving systems including and beyond OST.**

# Participation in the California AfterSchool Network

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There are three primary ways that Out-of-School Time (OST) interest holders participate with the California AfterSchool Network. They are not mutually exclusive, and each carries specific levels of benefits and responsibilities.

## Subscribers

Network subscribers receive free access to information regarding current after school policy, funding opportunities, resources to build quality, as well as current after school news, events, and research. Subscribers also have full access to resources on the CAN Newsletter, social media, and website.

## Members

Network members actively participate in CAN Action Teams and initiatives (such as the Site Coordinator Network). Members represent the voice of the field and inform Network staff regarding CAN's efforts to address OST issues and concerns, and work collectively to achieve specific objectives set forth in work plans. Members receive the benefits of subscribers as well as other specific benefits of participation based on the specific opportunity.

## Leaders

Network Leaders are members of the CAN Leadership Team. Leaders apply to serve on the Leadership Team. The Leadership Development Committee makes recommendations on the selection of new Leaders based on the applications received. Leaders are selected by the Leadership Development Committee consistent with the New Leader Selection Process (located in *Appendix A*)

# Structures of the California AfterSchool Network

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## Leadership Team

The Leadership Team is the primary governing body<sup>7</sup> of the California Afterschool Network. The Leadership Team includes at least 16, but no more than 23 CAN Leaders. The maximum number of Leaders includes Ex-officio Leaders.

## Leadership Team Committees

CAN's Leadership Team Committees include the Finance Committee, Strategy Committee, and Leadership Development Committee. They are comprised of CAN Leaders and as committees of the CAN Leadership Team, they are responsible to the CAN Leadership Team.

### The Committee Leads Collaborative

The Committee Leads Collaborative (CLC) ensures cohesion of efforts between Leadership Team Committees, surfaces emerging issues, and informs Leadership Team meeting agenda items. It is comprised of the Committee Lead(s) of each Leadership Team Committee.

## Action Teams

Action Teams are a strategy to garner field voice and input to CAN's work and are created to fulfill a specific, time-bound objective.

# Leadership Team Membership

## Leadership Team Membership

The Leadership Team is the primary governing body of the California Afterschool Network. The Leadership Team includes at least 16, but no more than 23 CAN Leaders, including 2 Ex-officio leaders. Leaders serve for up to two, three-year terms. CAN's Leadership Team consists of field interest holders that guide all aspects of CAN's work including its strategy, procurement and use of resources, Leadership Team Committee and Action Team operations, as well as Executive Director support. Leaders serve on one of CAN's Leadership Team Committees (Strategy, Finance, or Leadership Development). While providing leadership over all aspects of CAN's work, Leaders do not hold the duty of a trustee.



## Defining Ex-Officio Membership

Ex-officio members are advisors to the Leadership Team. Ex-officio members are non-voting, and they are not eligible to co-chair the LT or serve on Leadership Team Committees. Examples of potential Ex-officio members of the Leadership Team include State Education Agency (SEA) partners and the liaison to the CAN Fiscal Sponsor (the Foundation for California Community Colleges, or Foundation CCC).

## Who CAN Leaders May Represent

CAN Leaders are geographically, professionally, and culturally diverse representatives of a comprehensive and balanced cross section of organizations and sectors. Leaders may represent:

- OST associations, intermediary organizations, and consortia.
- OST professionals, providers and administrators
- OST Technical Assistance (TA) providers
- Law enforcement organizations
- Public health agencies
- Community Based Organizations and Non-Profit Organizations
- Institutes of higher education
- Parent organizations (e.g., state/local PTA)
- OST and youth advocacy organizations
- Community development organizations
- Summer learning programs, camps, and camping associations
- City based youth programs and Parks and Recreation departments
- Non-government funded OST organizations
- Workforce development organizations and agencies
- Equity and social justice organizations
- Philanthropy
- K-12 agencies such as the California Department of Education (CDE), the California County Superintendents Educational Services Association (CCSESA), The Association of California School Administrators (ACSA), The California School Boards Association (CSBA), etc.
- Child Care organizations including the CDE's Early Education and Support Division (EESD), California Child Care Coalition, California Child Care Resource & Referral Network, California Child Care Coordinators Association, Child Care Law Center, etc.

## How CAN Leaders Support CAN's Work

CAN Leaders support CAN in a variety of ways outside of their attendance and engagement in meetings including but not limited to:

- Participate consistently with the CAN Leadership Team Commitment Agreement. Participate authentically, and engage in efforts to continuously improve Leadership Team operations and engagement.
- Recruit new subscribers to CAN's communications, recruit and submit new subscribers to the CAN newsletter, social media, youtube channel/fireside chats, etc.
- Promote, participate in, and send team members to CAN convenings.
- Engage new partners in the work of CAN. Make connections between the CAN staff team and other potential partners supportive of our strategic direction and initiatives.
- In your local collaboratives, regional meetings, etc. volunteer to offer a "CAN update" as an ongoing agenda item (CAN staff would be happy to provide you with an update and materials to share).
- Inform philanthropy and funding partners about CAN's work and engage in active fund development processes as informed by the Finance Committee.

## Leadership Team Commitment

Leadership Team membership responsibilities and compensation is outlined in the Leadership Team Commitment Agreement, attached as *Appendix A*.





# Selection, Terms, Resignation and Removal of CAN Leaders

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## Selection

Leaders apply for the opportunity to become Leaders through a Leadership-Team informed application process. CAN's Leadership Development Committee, a subset of the CAN Leadership Team, bears the primary responsibility of assessing the candidates and selecting the slate of new Leaders. Leadership Team applications can be released as recommended by the Leadership Development Committee and determined by the Leadership Team. Typical selection processes may begin with an application release in late Fall/early Winter, with a selection process culminating by April/May, and new members officially beginning their term July 1st.

## Leadership Team Terms and Term Limits

CAN Leadership Team terms are three years. Leaders are eligible, upon the recommendation of the Leadership Development Committee, to serve two consecutive terms, after which a Leader terms off of the Leadership Team. It is possible for individuals to re-apply for the CAN Leadership Team one year after their second term is complete. Terms follow the fiscal year (July 1—June 30). Terms begin July 1st of the Leaders first year and end on June 30th of the third year of their term.

## Resignation

Any Leader may resign at any time by notice in writing to the Leadership Team co-chairs.

## Removal

Any member can be removed by a recommendation from the Leadership Development Committee and a  $\frac{2}{3}$  vote of the required quorum of the Leadership Team. In the case that a Leadership Team member being considered for removal is a member of the Leadership Development Committee, that individual must recuse themselves from removal conversations and Leadership Team co-chairs may make a recommendation to the Leadership Team for removal.

CAN Leaders can be removed in the case they participate in conduct that is detrimental to CAN's interests, cannot fulfill the responsibilities and commitments of CAN Leadership, or participate in ways that are inconsistent with CAN's Guiding Principles and Commitment to Equity and Justice. CAN Leaders can be removed with or without cause.

The removal processes should involve multiple opportunities for dialogue and an invitation to resign prior to the initiation of a removal process.

# Leadership Team Meeting Procedures

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## Meetings

The CAN Leadership Team's meeting schedule is created annually through a collaborative process involving CAN staff, the CAN Leadership Team co-chairs, and the Committee Leads Collaborative. The meeting schedule might include up to seven virtual meetings and two in-person meetings. In person meetings happen twice per year and often occur for multiple days (e.g., for an annual Leadership Team retreat, or a meeting corresponding with the annual Site Coordinator Symposium). The CAN Leadership Team typically does not meet in the months of December, June, and July.

## Defining a Quorum

In order for any voting decision to be made, a meeting must have a quorum. A quorum is defined as 50% of current members, plus one member present.

## Attendance

As outlined in the CAN Leadership Team Commitment Agreement, Leaders commit to attending 70% (five of seven) of Leadership Team virtual meetings and 50% (one of two) in-person meetings. CAN Leaders are the only individuals that can attend and vote at CAN Leadership Team meetings. Leaders are not eligible to send representatives in their place.

## Voting Procedures

CAN seeks high levels of alignment and consensus in its decision-making. Technically, most Leadership Team decisions require a majority vote of the quorum present. The separation of CAN from its fiscal sponsor, selection of an Executive Director, and selection of Leadership Team co-chairs, and amendment to CAN Governance requires a 2/3 vote of the required quorum at any regular or special meeting called for such purposes. Ex-officio Leaders do not vote but are free to offer input and advice during the voting process consistent with CAN's Conflict of Interest Policy.

Leadership Team co-chairs determine the appropriate method and process for each scheduled vote. Voting and decision-making may be conducted during in-person and virtual meetings by assessing those in favor, those opposed, and those abstaining from a vote; offering a spectrum of agreement (e.g., whole-hearted endorsement, support with reservation, abstain, cannot support without further discussion, and serious disagreement); a silent ballot; electronic survey; or other method selected by Leadership Team co-chairs. Voting between meetings may take place via telephone, live poll, or electronic survey.

# Structure and Components of the California AfterSchool Network Leadership Team

The Leadership Team consists of three standing Leadership Team Committees, including the Finance, Leadership Development, and Strategy Committees. Action Teams are not included in the structure of the CAN Leadership Team, but are an important part of CAN's organizational and operational structure.

## Structure of the CAN Leadership Team



The Leadership Team acts as CAN's primary governing body by:

- Designing CAN's Strategic Direction
- Making decisions on whether CAN adopts new opportunities and partnerships
- Assessing progress toward strategic goals and makes recommendations to support organizational success
- Participating in fund-development and partnership development efforts
- Reviewing and provide oversight to CAN's budgets and finances
- Supporting the CAN Executive Director
- Representing CAN publicly
- Supporting a positive relationship with CAN's Fiscal Sponsor<sup>8</sup> (Collaborative Impact Partner), Foundation CCC.

The governing board and officers of Foundation CCC hold primary fiduciary responsibility for CAN. The relationship between CAN and the Foundation CCC is outlined in a Memorandum of Understanding (MOU).

CAN Leaders shall serve without compensation for their services. Leaders may receive reimbursement for travel for Leadership Team meetings if they are unable to attend a meeting due to lack of travel reimbursement. In addition, Leaders are not precluded from serving the Network in other capacities and receiving reasonable compensation for such services.

<sup>8</sup><https://www.fiscalsponsors.org/about-fiscal-sponsorship>

# Leadership Team Co-Chairs

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Leadership Team co-chairs lead and facilitate the business of the Leadership Team; provide support, guidance, and oversight to the CAN Executive Director; and are the Liaison with CAN's Fiscal Sponsor on legal, fiscal, personnel, and ethical issues. co-chairs are eligible to, but not required to participate in Standing Leadership Team Committees and/or Action Teams.

Leadership Team co-chairs are responsible for designing and facilitating Leadership Team meetings in collaboration with the CAN Executive Director. Co-chairs provide ongoing support and guidance to the CAN Executive Director on CAN operations, personnel matters, etc. Additionally, co-chairs assist the Executive Director in annual goal-setting and performance review. They prepare the Executive Director's annual performance review and make recommendations to the Leadership Team and Fiscal Sponsor regarding changes to the Executive Director salary. Leadership Team co-chairs may prepare the Executive Director's annual performance review with the support of an ad-hoc review committee.

## Terms of Leadership Team Co-Chairs

CAN seeks staggered terms for Leadership Team co-chairs to ensure continuity and ongoing stability of Leadership Team operations. The terms of Leadership Team co-chairs mirror the terms of Leadership Team membership. co-chairs are eligible to serve two consecutive three year terms as co-chair.

## Nomination of Leadership Team Co-Chairs

It is the responsibility of the CAN Executive Director and Leadership Development Committee to ensure that a nomination process takes place in a timely manner to ensure that CAN always has at least two co-chairs in place. CAN Leaders self-nominate and are elected by the CAN Leadership Team. CAN's Leadership Development Committee may make recommendations or inquiries with particular Leaders to assess their interest in self-nomination.

## Election and Removal of Leadership Team Co-Chairs

Leadership Team co-chairs are elected or removed by a 2/3 vote of the CAN Leadership Team of the required quorum at any regular or special meeting called for that purpose. In the case that there are more nominees than available positions, CAN Leaders would vote anonymously and the candidate(s) with the most votes would assume the role of CAN Leadership Team Co chair.

## Leadership Team Co-Chair Elect

The Leadership Team can, but is not required to, maintain a Leadership Team Co-chair Elect position. The Co-chair Elect would serve a three-year term or term that matches the existing length of their Leadership Team term. The purpose of a chair-elect would be to work in a supportive role of the Leadership Team co-chairs in preparation to assume the role of Leadership Team Co-chair should there be an unexpected transition of a Co-chair(s). It is possible that the Co-chair elect would assume a Leadership Team Co-chair position as part of a planned leadership transition.

# Standing Leadership Team Committees

Standing Leadership Team Committees are established and dissolved based on a 2/3 vote of the CAN Leadership Team. Per the Leadership Team Commitment agreement, Standing Leadership Committees are comprised of existing CAN Leaders. Each Standing Leadership Team Committee establishes its own annual work plan, meeting structure, and internal processes.

## Structure of a CAN Leadership Team Committee

### COMMITTEE LEAD/CO-LEADS

Meetings and  
Logistics

Work Plan Creation  
and Implementation

Reflecting and Integrating Work  
into Broader Work of CAN

### COMMITTEE MEMBERS

Participate in 66%  
of Meetings

Support One-Year  
Work Plan

Commit to Committee Efforts  
Between Meetings

### CAN STAFF MEMBER(S)

Provide Logistical  
and Personnel  
Support

Attend  
Meetings as  
Needed

Liaise with Leadership Team Co-Chairs  
Regarding Committee Progress and  
Emerging Issues

## Finance Committee

### What is the purpose of the committee?

The purpose of the Finance Committee is to monitor CAN's Budget and Finances, support fund development strategies in conjunction with the Executive Director, create recommendations to the Leadership Team on how CAN Leaders can support fund development efforts, and make decisions on whether or not CAN engages in new efforts through the Opportunity Consideration and Adoption Process.

### What are the goals of this committee?

1. Create structures by which the Finance Committee reviews and informs CAN's budget by funding source and by strategy area.
2. Receive quarterly updates on the utilization of CAN's budget to achieve it's deliverables and advance CAN's Strategic Direction and advise CAN staff on the content and dosage of budget reports to the Leadership Team.
3. In conjunction with CAN staff, create recommendations to the CAN Executive Director and Leadership Team on CAN's fund development strategy.
4. Create recommendations to the Leadership Team on how CAN Leaders can fulfill their role in supporting CAN's fund development strategy.

### What is the authority of this committee?

- Monitor CAN finances, receive updates on CAN's annual budget, and receive finance reports on a quarterly basis.
- In conjunction with the CAN Executive Director, make recommendations regarding CAN's fund development strategy and make recommendations to the Leadership Team on how CAN Leaders support CAN's fund development strategy.
- Inform whether CAN takes on new opportunities through the "New Opportunity Consideration Process." The role of the Leadership Team in budget approval is to approve each individual project through the New Opportunity Consideration and Adoption Process. Once each project budget is approved it is the role of the Finance Committee to monitor and report on the fiscal components of each project and CAN's organizational budget.



## The Leadership Development Committee (LDC)

### What is the purpose of the committee?

The Leadership Development Committee:

- Ensures diverse leaders based on CAN strategic direction.
- Recruits and orients new CAN Leaders.
- Assesses LT member experience and makes recommendations to improve Leadership Team culture and capacity.

### What are the goals of this committee?

1. Ensures geographic, professional, and cultural diversity of the CAN Leadership Team.
2. With input and guidance from the Leadership Team, recruits and identifies new potential leaders.
3. Creates a slate of new Leadership Team members based on qualifications of candidates. Orient new Leaders to the CAN Leadership Team.
4. Assess and make recommendations to improve Leadership Team culture and capacity.

### What is the authority of this committee?

- Given authority and decision-making powers as it prescribed in a LT-approved Leadership Development Chart of Work and annual work plan.
- Makes recommendations to the Leadership Team on the New Leader selection process, priorities, and rubric utilized to select new Leaders for LT approval.
- Given authority to select new CAN Leaders through the New Leader Selection Process.
- Work with existing membership to ensure appropriate distribution of leaders in Leadership Team Committees, and given authority to prescribe roles if necessary.
- Conduct an annual assessment of CAN's Leadership Team to support individual reflection, desired Committee membership, perception of Leadership Team culture, and needs for additional capacity building.
- Make recommendations to the Leadership Team on actions that can be taken to improve Leadership Team culture and capacity.



## Strategy Committee

### What is the purpose of the committee?

The purpose of the Strategy Committee is to lead the strategic planning efforts in conjunction with the Executive Director, develop and monitor the process to review progress toward strategic directions, and evaluate new opportunities for CAN using the Opportunity Consideration and Adoption Process.

### What are the goals of this committee?

1. The Strategy Committee will assess the need for a new Strategic Direction and present the recommendation to the Leadership Team
2. In conjunction with the Executive Director, determine the process for strategic planning. The Strategy Committee with the Executive Director will take the lead on moving the work of the strategic planning process forward while engaging the entire Leadership Team.
3. In conjunction with the Executive Director, create a process for reviewing and possibly revising the Strategic Direction annually. The Strategy Committee will make recommendations to the Leadership Team related to Strategic Plan revision and adoption. The Leadership Team will make the final decision on whether to adopt a new strategic plan upon the recommendation of the Strategy Committee.
4. Receive quarterly updates on the progress toward CAN's commitments, and provide input to CAN staff on the content and dosage of CAN's progress reports to the Leadership Team.

### What is the authority of this committee?

- The Strategy Committee has authority to make recommendations to the Leadership Team to adopt and revise CAN's Strategic Direction (if necessary).
- The Strategy Committee has the authority to regularly monitor progress toward CAN's Commitments, and make recommendations as to how progress is communicated to the full Leadership Team.
- The Strategy Committee participates in the New Opportunity Consideration and Adoption Process, including whether to recommend to the Leadership Team that a new Action Team be established to accomplish the goals and outcomes presented by new opportunities.



#### Strategy Committee At-a-Glance

- Quarterly review of outputs and outcomes.
- Annual review of Strategic Direction (assess for incremental shifts, recommends wholesale overhaul when needed)



# Action Teams

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In addition to CAN's standing Leadership Team Committees, CAN engages field interest holders as needed through Action Teams. Such efforts at interest holder engagement in CAN's work supports CAN's goal of being "of the field and for the field." Each Action Team defines its work independently. Progress toward Action Team goals is monitored through ongoing updates on CAN's annual work plan given to the CAN Strategy Committee.

## Definition of a CAN Action Team

Action teams are a strategy to garner field voice and input to CAN's work and are created to fulfill a specific, time-bound objective.

### Formation and Dissolution of Action Teams

Action Teams are established through *CAN's New Opportunity Adoption Process*.

### Action Team Leadership

Action Team Leadership is determined on a case-by-case basis and can be led by CAN staff and/or field-based co-chairs.

## Action Team Work Plans

Each Action team is established to complete a specific, focused, and time-bound objective(s) consistent with CAN's Strategic Direction). Action Team work plan timelines are dependent upon the objectives of the work. Progress toward Action Team Goals is reported to the Strategy Committee through ongoing annual work plan monitoring processes.

Action Team work plans are annual plans designed to accomplish (a) focused and limited objective(s) directly correlated and aligned to CAN's Strategic Plan in one fiscal year. Action Teams are free to propose multi-year work plans to the CAN Strategy Committee.

### Monitoring of Action Team Work

Progress toward Action Team goals will be monitored through the monitoring of CAN's annual work plan.

## Incentives for Action Team Participation

Action Team members have influence over the work products they support, are honored for their participation on the CAN website, and are listed in any published work products they assisted in creating.

## Fiscal Resources Supporting Action Teams

Some Action Teams are established with funding associated with them. In the absence of earmarked fiscal resources, CAN may support specific requests from Action Team Leaders. These requests are subject to available resources and CAN Finance Committee approval.

# The Role of the Leadership Team in CAN Fund Development

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Fund development planning and implementation are a collaborative effort of CAN staff and Leaders. Participation in CAN's fund development is not a prerequisite for CAN Leadership, however there are multiple ways for CAN Leaders to contribute to CAN's fund development strategy including serving on CAN's Finance Committee. As part of their application process, CAN Leaders will indicate how they can or would like to participate in CAN fund development. The purpose of doing so is to address any potential conflict of interest and ensure diverse Leadership Team Membership. All CAN leaders shall recuse themselves from conversations regarding funding when such conversations represent a conflict of interest as outlined in the Conflict of Interest Policy.

## Potential Roles of CAN Leaders in Fund Development

- Help Identify, and recommend potential funders/ donors that may support CAN's strategic direction.
- Make connections between CAN and potential funders and donors (e.g., email introduction).
- Cultivate a relationship between a funder/donor (e.g., actively pursue discussions with funders/ donors) on behalf of CAN.
- Ask for a gift/grant/contract/donation on behalf of CAN.
- Thank and recognize potential and actual funders on behalf of CAN (e.g., make phone calls or write an email/letter to thank funders/donors/partners).

## The Role of the Fiscal Sponsor

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The role of Foundation CCC, CAN's Fiscal Sponsor, is outlined in a detailed Memorandum of Understanding (MOU) is provided to the CAN Leadership Team as a separately attached document.

### Separation from the Fiscal Sponsor

Separation from Foundation CCC and establishing a new fiscal sponsor is possible upon a 2/3 vote of the Leadership Team.

### Establishing Fiscal Sponsor Agreements

The CAN Executive Director may sign an MOU with a new fiscal sponsor or revised agreements with the existing Fiscal Sponsor upon a 2/3 vote of the quorum present at any standing Leadership Team meeting called for that purpose, or through a quorum of all members through an electronic vote.



FOUNDATION *for* CALIFORNIA  
COMMUNITY COLLEGES

## The Role of the CAN Executive Director

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The CAN Executive Director provides support to the CAN Leadership Team and Leadership Committees. The Executive Director ensures CAN's Leaders have appropriate and timely information to guide decision-making. S/he manages CAN's personnel, is ultimately responsible for CAN's project management, budget management and ensures fulfillment of all CAN funded work and deliverables.

# CAN Conflict of Interest Policy

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## Context

Leaders inform all aspects of CAN's strategies including sustainability and fund development. Because CAN is a representative agency of the field it is inevitable that at any given time CAN Leaders will represent agencies that have unique relationships with the same funders or partners that CAN may have or is considering a relationship with. CAN may have existing partnerships or be considering partnership with agencies Leaders represent, and agencies Leaders represent may also have their own unique partnerships. It is important that Leaders can actively and authentically participate on behalf of CAN in the context of diverse and interconnected funding streams and organizational relationships outside of the CAN Leadership Team.

## Purpose

CAN's Conflict of Interest Policy exists to:

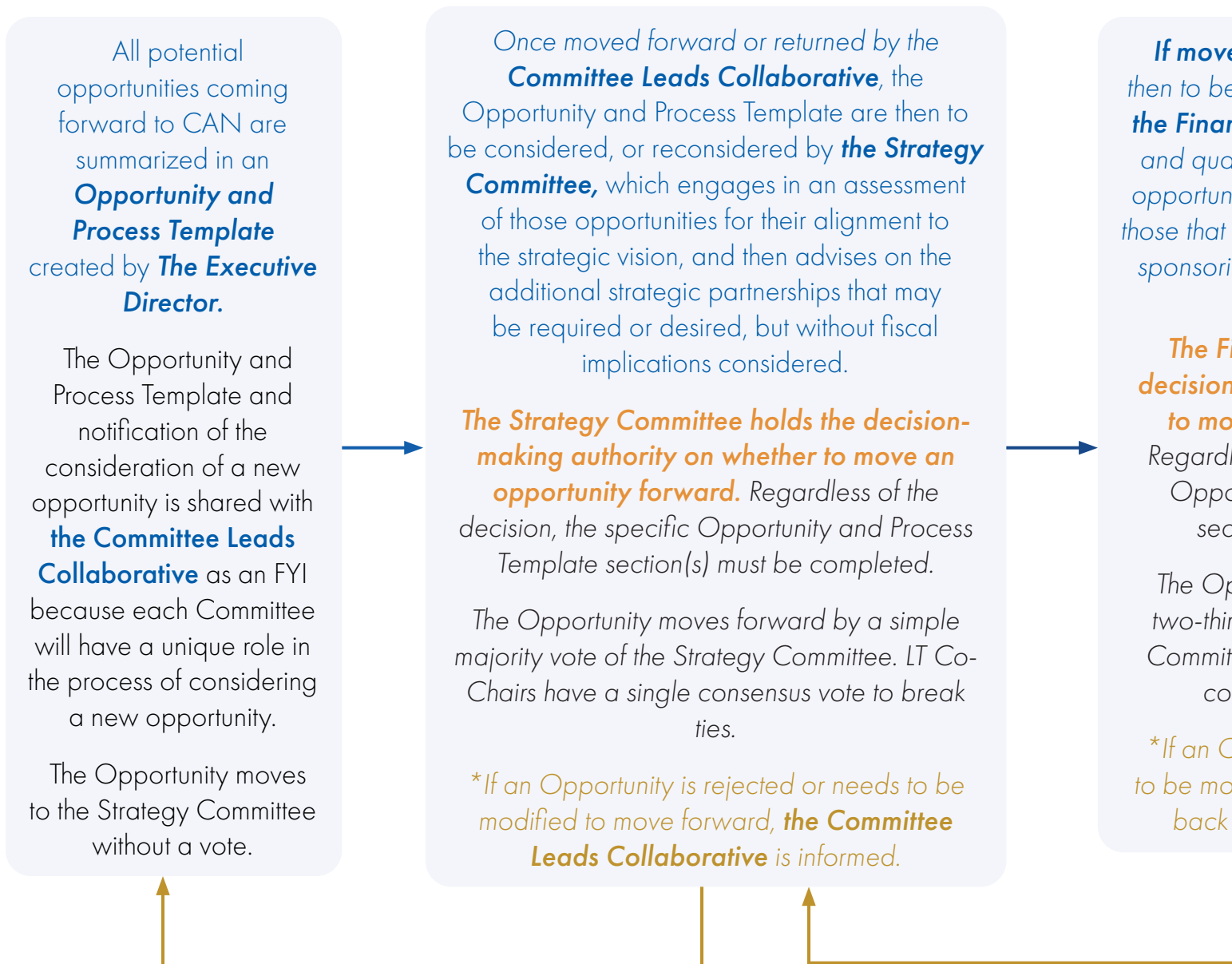
- Ensure that CAN will always have a diverse, field-representative Leadership Team in the context of multiple organizational funding relationships;
- Ensure and allow transparency between CAN staff and Leadership Team regarding CAN's finances and fund development strategies; and
- Ensure that Leadership Team members act in the best interest of CAN while participating in the role of CAN Leader in context of any and all organizational relationships outside of the CAN Leadership Team.

## CAN Leadership Team Conflict of Interest Policy

- Participation in CAN should not impact the existing relationship between any individual/organization and a given funder, donor, or partner.
- It is the responsibility of The Finance Committee, Leadership Team co-chairs, and CAN staff to disclose to the Leadership Team which funding opportunities, donor relationships, or potential partnerships will be discussed during meetings and disclose to the Leadership Team any potential conflicts of interest.
- It is the responsibility of Leaders to disclose actual or potential conflicts of interest including whether the organization they represent has, or is considering a relationship with the same funder, donor, or partner for a similar purpose as CAN.
- It is the responsibility of the individual Leadership Team member and/or the Leadership Team and co-chairs to determine whether an actual conflict of interest exists and whether the Leader should recuse themselves from discussion and voting pursuant to that funding opportunity, donor relationship, or partnership.
- All Leaders including Ex-Officio Members must recuse themselves, as they or the majority of Leadership Team members see necessary, from discussion and/or voting pursuant to sensitive topics related to their personal or organizational work as it pertains to CAN.
- CAN's Conflict of Interest Policy is reviewed annually by the CAN Leadership Team and revised as requested. Each year, CAN Leaders sign a document agreeing to participate as Leaders consistent with the CAN Conflict of Interest Policy.

## New Opportunity Consideration and Adoption Process

Opportunities are defined as new potential funding partnerships or new structures (e.g., a new Action Team or additional staffing). They are considered and adopted through the process outlined below:



**If moved forward**, the Opportunity is to be considered, or reconsidered by the **Finance Committee**, which evaluates and identifies the financial impact of all Opportunities, (including but not limited to: Opportunities that involve pursuing grants, contracts, or large convenings/event and etc.)

**The Finance Committee holds the decision-making authority on whether to move an opportunity forward.**

Regardless of the decision, the specific Opportunity and Process Template section(s) must be completed.

If an opportunity moves forward by a two-thirds majority vote of the Finance Committee. LT Co-Chairs have a single consensus vote to break ties.

**If an Opportunity is rejected or needs to be modified to move forward, it is sent to the Strategy Committee.**

**If moved forward**, the Opportunity is then to be considered, or reconsidered **by the Leadership Team Co-Chairs and Executive Director.**

**The Co-Chairs and Executive Director hold the final decision-making authority on whether to move an opportunity forward to implementation.**

Regardless of the decision, the specific Opportunity and Process Template section(s) must be completed and then archived.

All final decision(s) and information regarding Opportunities are then shared with **the Leadership Team** during a scheduled Leadership Team meeting, a meeting scheduled for that purpose, or through electronic communications.

**The Leadership Development Committee** considers new expertise or capacity building needs for the Leadership Team to effectively inform the implementation of the new opportunity.

# Appendix A

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## Leadership Team Commitment Agreement: Expectations & Responsibilities

### Purpose

The purpose of this agreement is to define and develop a strong and mutually beneficial collaborative relationship between California AfterSchool Network (CAN) and its Leadership Team comprised of California's Out of School Time (OST) and Expanded Learning interest holders and allies.

### Leadership Team Oversight

The Leadership Team acts as CAN's primary governing body by defining CAN's strategic direction; making decisions on whether CAN adopts new opportunities and partnerships; assessing progress toward strategic goals and makes recommendations to support organizational success; participating in fund-development and partnership development efforts; reviewing and provide oversight to CAN's budgets and finances; supporting the CAN Executive Director, representing CAN publicly, and supporting a positive relationship with CAN's Fiscal Sponsor (Collaborative Impact Partner), the (Foundation CCC).

The governing board and officers of Foundation CCC, CAN's Collaborative Impact Partner, hold primary fiduciary responsibility for CAN. The relationship between CAN and the Foundation CCC is outlined in a Memorandum of Understanding (MOU). CAN Leaders shall serve without compensation for their services. Leaders may receive reimbursement for travel for Leadership Team meetings if they are unable to attend a meeting due to lack of travel reimbursement. In addition, Leaders are not precluded from serving the Network in other capacities and receiving reasonable compensation for such services.

As a Leadership Team member, I commit and agree to the following Leadership Team functions and terms of engagement:

## Leadership Team Functions & Engagement Terms

### Leadership Team Meetings: Time & Effort

- Prepare for and review Leadership Team materials prior to meetings, participate in and attend approximately 70% (five of seven) of Leadership Team virtual meetings and 50% (one of two) in-person meetings. Leaders are expected to inform CAN staff and co-chairs through the RSVP process on whether they are going to miss a meeting which counts as an "excused" absence (as long as they are still consistent with attendance requirements) . If necessary, a Leadership Team member may require one excused absence per year. An unexcused absence will trigger communication from CAN to provide a meeting update. Participation that is inconsistent with the attendance requirement may result in a request for Leadership Team resignation.
- Respond to time-sensitive communications (within three business days) from the Executive Director or other Leadership Team Members either through email or phone, particularly when a vote is needed
- Serve at least one 3-year term (with the opportunity for a second term)
- Actively participate on at least one of CAN's Leadership Team Committees, potentially serving as a Committee Lead and therefore a member of the Committee Leads Collaborative.
- Ask timely and substantive questions at Leadership Team and committee meetings while supporting the decisions on issues decided by the Leadership Team.
- Suggest agenda items for Leadership Team, Standing, or Ad Hoc Committee meetings to ensure that significant ideas are addressed.
- Dedicate an average of 4-8 hours a month to CAN-related activities.
- Participate consistently with the CAN Conflict of Interest Policy.

## Strategic Planning and Visioning

- Define/set the direction for CAN's mission and vision in partnership with CAN's Executive Director and staff.
- Make decisions on whether CAN takes on new initiatives, partnerships, and funded projects related to CAN's Strategic Direction.
- Actively monitor the development of staff work to achieve the goals, objectives, and outputs related to implementing CAN's strategic direction.
- Inform how CAN assesses, documents, and communicates its impact. Share CAN's impact with your Networks.
- Annually assess and offer input to improved organizational success

## Operational

### *Financial Review and Oversight*

- Actively monitor the development and implementation of annual budgets and make recommendations related to how CAN utilizes flexible resources.
- Support CAN's relationship with its fiscal sponsor, fulfillment of its fiscal sponsor's fiduciary duties, and pursuit of the achievement of its fiscal sponsor's tax-exempt mission by monitoring and ensuring CAN fulfills its commitments and when necessary, being available for collaboration with Foundation CCC Collaborative Impact partner and Foundation CCC Board of Directors .

### *Fund Development:*

- There are many ways to support CAN's Fund Development strategy, and participation in fund development is not a prerequisite for CAN Leadership. Roles in fund development vary depending on Leadership Team Committee participation, Leadership Team member comfort/ability, and CAN's Conflict of Interest Policy. The Leadership Team's role in Fund Development may include:
- Leveraging and utilization of talents, relationships, and resources to support the advancement of CAN's vision, mission, and programs
- Participating in CAN's fundraising events and activities

### *Human Resource Development*

- Recommend the hiring, dismissal, goals, supports, and compensation of the Executive Director of CAN in alignment with Foundation CCC's Human Resources policy and procedure.. Regularly support and annually assess the performance of CAN's Executive Director.

### *Leadership Team Development:*

- In coordination with the Leadership Development Committee, recruit, recommend and engage new Leadership Team members who can make a positive contribution to CAN
- Participate in individual and whole group performance of Leadership Team to support and continually improve Leadership Team effectiveness as advised by the Leadership Development Committee.
- Actively participate in Leadership Team leadership development activities

### *Raise Community Profile*

- Serve as the advocacy base and voice for CAN
- Build relationships with Leadership Team, staff, and community partners
- Provide informed policy direction for CAN.
- Positively represent CAN in public. Leadership Team members are expected to discuss CAN informally and, upon occasion, to represent CAN at events such as conferences, workshops, and community meetings
- Collect relevant information and perspectives from our constituents and/or other divisions/offices
- Disseminate CAN resources and information in your local Networks.

I have read, understand, and agree to the expectations and responsibilities of the CAN Leadership Team Commitment Agreement.

