



**CHARTER SCHOOLS
DEVELOPMENT CENTER**

Charter Business Officer Training Program **2018**

A comprehensive school fiscal management
training—with a unique, charter-specific focus.

FEBRUARY–APRIL, 2018

Applications accepted on rolling basis.
Final deadline: January 9, 2018.



Gain both in-depth knowledge of the CA ed finance system—and understand charter schools' complicated fit.

Widely recognized as the state's leading experts on charter finance and policy, CSDC is uniquely positioned to help you understand how charter school finance and operations are similar to—but often differ from—traditional school system practices.

Learn from CSDC's finance experts and build connections with charter school leaders from across the state of California.

In addition to learning from CSDC staff and invited guest experts, you will also build professional connections with the dozens of California charter school leaders CSDC carefully selects for each CBO Training Program.

Make efficient use of your time, as well as your school's professional development budget.

The CBO Training Program is delivered in a blended format consisting of both multi-day in-person sessions and online modules. Minimize time away from your school.



About Us

The nation's oldest charter support and advocacy organization, the Charter Schools Development Center (CSDC), remains the most comprehensive resource center for charter schools anywhere in the country. Our leadership trainings, publications, consulting, and membership services offer our clients 25 years of experience in charter school start-up, finance, operational support, and advocacy.



Our Vision

Our vision is to help public education change from a highly regulated, process-based system to one that allows and encourages schools to be more creative, responsive, performance-based centers of effective teaching and learning.



Our Mission

Our mission is to provide effective technical assistance, trainings, and advocacy to the charter school reform movement in California. Learn more about these efforts at www.chartercenter.org/advocacy.



Join Us

If you share our vision, we urge you to join with the hundreds of charter schools that have become members of our organization. For more on CSDC Membership, please visit the following webpage: www.chartercenter.org/membership

About the CBO Training Program

Recognized as the state's leader in charter school finance, CSDC has distilled its vast experience into an unparalleled training opportunity for the state's charter school finance leadership.

The Charter Business Officer (CBO) Training Program is an intensive program that develops the key fiscal management skills required of California charter school directors, business officers, governing board treasurers, and charter-granting agency staff who have significant financial management and/or oversight responsibilities. The CBO Training Program is designed to keep schools on the right fiscal track, as well as to successfully navigate any potential budgetary pitfalls that fiscal administrators may encounter.

CSDC is proud to offer the CBO Training Program in a hybrid format, which takes advantage of both in-person and online instruction to provide participants additional flexibility with their schedules, as well as reduce participants' travel time and costs.

The CBO Training Program consists of a series of modules that cover the most critical topics that charter school business managers need to know. Instruction will consist of both lecture and hands-on exercises that require participants to apply the concepts presented. Participants who successfully complete the program and exercises will receive a certificate of completion.

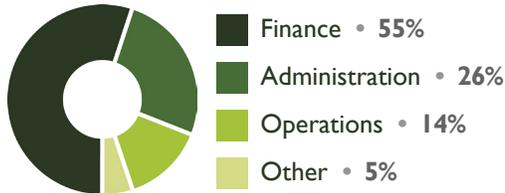
Those interested in applying to this year's program are urged to read the application instructions (back cover) and apply to the program online at www.chartercenter.org/cbo.



Who Attends the CBO Training Program?

This program is primarily attended by charter school chief business officers (CBOs), COOs, charter school directors (or other administrative staff), charter school governing board members, and district or county granting agency staff. Please note that the CBO Training Program is not designed for charter service providers nor charter developers in the petition-drafting phase.

Attendance by Functional Role, 2015-17



Examples of Job Titles

Finance • Chief Financial Officer, Controller, Director of Business Services, Finance Manager, etc.

Operations • Director of Operations, Operations Director, Chief Operating Officer, etc.

Administration • Includes both site-level (e.g., Principal, Site Leader, etc.) and central office admins. (e.g., Executive Director).

Other • Includes instructional and support staff as well as researchers and policy analysts.

Dates & Locations

To reduce participants' travel time and expenses, CSDC presents the CBO Training Program in a hybrid format that consists of both in-person and online sessions.

Listed below is the schedule for the 2018 CBO Training Program. CSDC will provide more detailed scheduling information to confirmed participants.



In-person trainings will be held at the Hilton Sacramento Arden West. There will be three multi-day, in-person training sessions:

- Monday, February 5 and Tuesday, February 6, 2018
- Monday, April 2 and Tuesday, April 3, 2018
- Monday, April 23 through Wednesday, April 25, 2018

Online sessions will be provided to supplement the in-person trainings. Online sessions are hosted via the Blackboard Learn learning management system and generally consist of multimedia presentations, assignments, and quizzes. Participants are expected to complete these online sessions in preparation for the in-person sessions.



Program Cost

The program costs for the CBO Training Program are listed below. For more on CSDC Membership, please visit our website, www.chartercenter.org/membership.

- Organizations with an active CSDC Membership pay **\$2,385.00** per participant.
- Organizations without an active CSDC Membership pay **\$2,885.00** per participant

Program fees cover registration, materials, presentations, individual assistance with the finance exercises, lunch on each day of the in-person trainings, and an evening cocktail reception on February 5.

Lodging, food (besides lunch), and travel expenses are not included in the program fees. Participants are responsible for making their own hotel arrangements.

Professional Development & Networking

CSDC carefully selects participants to each cohort, making the program an excellent opportunity for participants to grow their professional networks.

Lead Presenter



Eric Premack

Executive Director and Founder

Eric Premack assisted with the passage of California's first charter school law in 1992 and has played a leading role in the development and spread of charter schools, including helping to draft and implement charter schools policy in over 25 states, at the federal level, and overseas. He has developed groundbreaking charter school policy, planning, implementation, oversight, and leadership development practices that have been emulated throughout the US and internationally.



Modules

The CBO Training Program curriculum is organized into a series of modules presented online and in-person. The descriptions of these modules are summarized below. Please note that the sequence of the modules may not follow the order in which they appear below and that CSDC reserves the right to add, modify, or delete modules as programming requires.

Module 1 • Intro to CA K-12 School Finance

This module provides a basic introduction to California's K-12 education system, with an emphasis on how charters fit into this complex, multi-agency and multi-layered system. Participants will gain both a historical and conceptual framework for understanding the current trends in California education finance.

Module 2 • Charter School Funding System Fundamentals (Including LCFF & LCAP)

This module provides an overview of the fundamentals of how charter schools are funded, including general-purpose funding and the Local Control Funding Formula (LCFF) and Local Control Accountability Plan (LCAP); as well as restricted state and federal programs and other special funding sources; charter school accountability; and

minimum charter renewal thresholds. Also included is a discussion of "direct" versus "local" funding and how charter school funding compares with and differs from the district funding system.

Module 3 • Categorical Programs Management

Provides an overview of the many remaining state, federal, and other categorical funding programs available to charter schools, including detailed information on how to apply for, manage, comply with, and maximize the benefit of each.

Module 4 • Charter School Attendance Accounting (Classroom- & Nonclassroom-Based)

Provides participants with an in-depth understanding of the definition and concepts of average daily attendance, the primary driver in computing school funding entitlements, specifically in the charter school context and its interaction with innovative instructional practices. Includes a discussion of the various forms of school attendance, including compulsory attendance, attendance as it relates to academic credit, credentialing, and attendance for apportionment credit.

Module 5 • Charter School Financial Accounting

An overview of charter school accounting, including the accounting cycle; how to establish a chart of accounts and account code structure; electronic accounting systems/packages; and accounting bases and standards. This module also provides an overview of these matters in traditional school districts, as well as a more detailed overview of how charter schools address the same challenges and issues.

Module 6 • Budget Development and Monitoring

Provides an overview of the role and purposes of budgets and financial plans, typical processes and strategies for developing them, as well as how to monitor them during the course of the fiscal year. This module will also provide training and hands-on experience for using the Fiscal Crisis and Management Assistance Team's LCFF calculator for budgeting and planning purposes.

Module 7 • Cash Flow Management

Provides participants with a detailed understanding of the timing of state and federal charter school revenues and how the flow of these funds relates to the state apportionment calendar. This module also provides an overview of how to use these data, along with school-specific expenditure data to develop accurate cash flow projections. Lastly, this module will discuss practical tips for managing projected cash shortfalls, including economical short-term borrowing practices.

Module 8 • Charter School Auditing

Provides a basic overview of fundamental auditing concepts, the laws and processes that govern school district audits, and a more detailed review of charter school auditing requirements. This module also provides practical suggestions on how to develop and manage an internal and external auditing process, read and understand audit reports, and prevent and address negative audit findings.

Module 9 • Long-Term Budget Projections and Planning

Provides an introduction to developing, refining, and using long-term budget projections and plans. This module will provide participants with ideas for designing easily-updated electronic financial planning tools (e.g., Excel-based models).

Module 10 • Fiscal Oversight, Solvency, and Monitoring

Builds on concepts in other modules and provides a detailed overview of how charters and charter-granting agencies may use fiscal and other data to monitor the fiscal solvency of charter schools and the propriety of their financial management practices. Also provides an overview of common fiscal reporting requirements.

Module 11 • Special Education Finance

Presents an overview of the fundamentals of laws governing the education of students with exceptional needs, how special services are provided and funded, and how charter schools can manage the costs and risks associated with special education while maintaining and supporting strong academic performance among students with exceptional needs.

Module 12 • Facilities Financing Fundamentals

This module provides an overview of how school districts and charter schools plan for, acquire, and finance school facilities, including Proposition 39 ("rent free," district-owned facilities) and the state's lease aid program, bond financing, and other funding sources.

Module 13 • Personnel & Labor Relations

Provides participants with the fundamentals of charter school personnel and human resources management, including labor and employment law specific to the business office; collective bargaining and labor (union) relations; applicable staff qualifications and credentialing requirements; and best practices.

Module 14 • Risk Management & Benefits

Provides an overview of the major areas of risk that charter schools face, organizational and practical strategies for mitigating and preventing risk, and options/strategies for insuring against risk including general liability, workers' compensation, property, fidelity, and other lines of insurance. This module also covers the basics of benefits typically offered by charter schools, including health and welfare, STRS, PERS, and other retirement plan benefits.

Module 15 • Time Management

Managing the myriad requirements of reporting, compliance, and auditing takes focus and determination. This module will help charter CBOs gain strategies for efficiently and expertly managing all of the priorities.

Module 16 • Financial Management Ethics

Provides an overview of the various bodies of law that govern financial management ethics, as well as how to prevent and mitigate conflicts-of-interest, nepotism, cronyism, and other unethical practices that may reflect poorly on your school. The module reviews actual case materials to explore real-life examples of challenging ethical issues.

Frequently Asked Questions

1. What does CSDC seek in program applicants?

CSDC seeks professionals with substantial fiscal oversight responsibilities (e.g., CBOs, CFOs, governing board members, etc.) who are presently affiliated with and/or employed by active California charter schools, district offices, and county offices of education.

2. Do I have to be a member of CSDC to apply?

No. CSDC Members receive a discount, but membership is not required of applicants. Most CBO Training Program participants become CSDC Members to take advantage of the operational support CSDC provides, including CSDC's detailed analyses (*Charter Currents*) of the latest high-stakes fiscal developments, as well as access to *CBO Direct*, a repository of resources for charter fiscal personnel.

3. Are consultants accepted to the program?

No. CSDC urges consultants to attend CSDC's annual statewide conference in the fall.

4. What do I receive for completing the program?

In addition to a resource binder packed with presentation materials, handouts, and templates, all CBO Training Program participants who have completed all modules and assignments will receive a certificate of completion.



The CSDC Charter Business Officer Training Program is an absolute must for anyone new to a business management role within a charter management organization. The breadth of material the program covers is astonishing, and CSDC's team manages to strike the perfect balance between giving high-level strategic guidance as well as incredibly useful tools at the "where the rubber meets the road" level of detail. It is intensely practical. On a week-in and week-out basis, I refer back to the materials CSDC provided.

» Markus Mullarkey
Director of Operations, Caliber Schools
2015 CBO Training Program Participant

Location of In-Person Meetings

The in-person sessions of CSDC's 2018 CBO Training Program will be held at the Hilton Sacramento Arden West.



Hilton Sacramento
Arden West
2200 Harvard Street
Sacramento, CA 95815
Phone: (916) 922-4700

Parking

Parking is available at the Hilton Sacramento Arden West for \$4 per day (or overnight stay).



Networking Opportunities

Almost as important as the CBO Training Program curriculum itself is the opportunity to expand your network of trusted charter colleagues. Past program participants have remarked that they often seek the advice of those in their cohort who, for instance, have discovered innovative solutions to certain fiscal challenges.

In order to facilitate this exchange of ideas, CSDC will provide a number of opportunities for you to become acquainted with your fellow CBO Training Program participants, including numerous group tasks and an evening cocktail reception.

Discounted Room Block

Admitted participants will have access to CSDC's discounted room block, through which they may reserve a room at the great nightly rate of \$139. In addition to this discounted nightly rate, CSDC's room block also yields a number of additional benefits, including complimentary guestroom wifi, discounted parking (\$4.00 per overnight stay), and complimentary access to the Hilton's pool and fitness center.

I immediately implemented strategies to prioritize my work day and felt empowered to make difficult decisions I hadn't yet felt ready to make.

» Danielle Montiel
Program Administrator, Intellectual Virtues Academy of Long Beach
2015 CBO Training Program Participant



Application Instructions

Apply online at www.chartercenter.org/cbo.

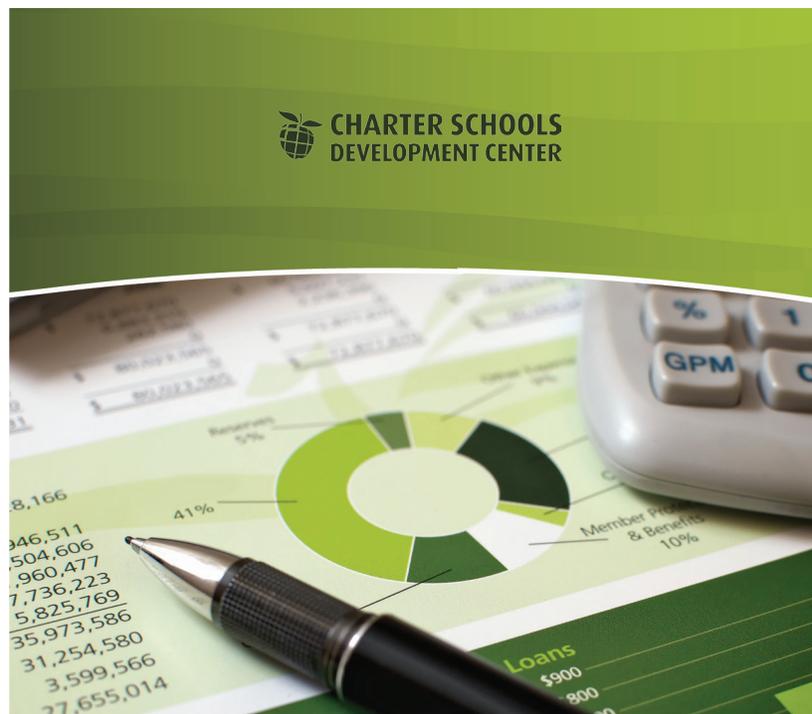
Admission to this program is by competitive application and is at the discretion of CSDC. Applicants will be accepted on a rolling basis, so CSDC encourages those interested to apply as early as possible. CSDC seeks a diverse participant clientele and does not discriminate on the basis of race, ethnicity, disability, gender, age, or any other basis prohibited by law.

Instructions

1. Complete the online application, which should take between 20 and 30 minutes to finish.
2. Download, read, and sign the "Statement of Intent to Participate."
3. Mail your signed "Statement of Intent to Participate" and program fee payment (\$2,385 or \$2,885, depending upon CSDC Membership status) to the Charter Schools Development Center; 817 14th Street, Suite 300; Sacramento, CA 95814.

Deadlines & Notifications

All application materials (online application, statement of intent, and full payment) must be received by CSDC no later than 11:59PM on Tuesday, January 9, 2018. However, since applications will be approved on a rolling basis, CSDC encourages those interested to submit their application materials as early as possible.



Cancellation Policy

Cancellations must be made to CSDC in writing. The cancellation policy applies to those individuals who cancel after they have already been accepted and have committed to the CBO Training Program. Those who cancel on or before Friday, January 19, 2018 will be refunded the total minus a \$250 cancellation fee; however, those who cancel after January 19, 2018 will not be reimbursed. Those who do not attend the program will not be eligible to receive reimbursement or program materials. Please contact CSDC with any questions.