

# Division of Roles between Board and Administrator

*Adapted from "Building and Managing an Effective Board of Directors", Center for Nonprofit Management in Southern California*

This chart describes the roles and responsibilities of the board and the charter school administrator in critical areas. Review each entry and revise as based on the specific needs and requirements of your charter school. This chart should be reviewed on an annual basis and updated as necessary.

Responsibility	Board of Directors	Administrator
<i>Legal</i>	<ul style="list-style-type: none"><li>• Exercises fiduciary role to ensure that the charter school is properly managed. The board should have a mechanism to validate information from the administrator.</li><li>• Maintains legal status; insures the proper paperwork is submitted to governmental agencies.</li><li>• Reviews financial and business dealings and exercises proper judgment in self-dealing transactions – avoidance of conflicts of interest.</li></ul>	<ul style="list-style-type: none"><li>• Must provide information to the board to demonstrate that the charter school is well managed.</li><li>• Compiles information for annual filing requirements.</li><li>• Signals to the board if either of the above situations is likely to occur.</li></ul>
<i>Finance and Accounting</i>	<ul style="list-style-type: none"><li>• Approves annual budget.</li><li>• Reviews periodic financial reports (balance sheet, income statement, changes in financial position).</li><li>• Ensures that proper internal controls are in place.</li></ul>	<ul style="list-style-type: none"><li>• Prepares annual budget with input from staff and finance committee.</li><li>• Oversees preparation of periodic financial reports.</li><li>• Implements proper financial controls.</li></ul>

## *Idaho State Board of Education*

<b>Responsibility</b>	<b>Board of Directors</b>	<b>Administrator</b>
<i>Planning</i>	<ul style="list-style-type: none"> <li>Establishes mission and program direction for the charter school and approves goals and objectives designed to achieve those ends.</li> <li>Reviews strategic plan and progress.</li> <li>Assesses compliance/progress in achieving educational and other outcomes agreed to in the charter contract.</li> <li>Assesses program evaluation plan.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in establishing mission and program direction for the charter school. Contributes to vision of the charter school; and assists the board in maintaining focus and momentum for the charter school.</li> <li>Develops specific program goals and objectives based on the board specific mission.</li> <li>Develops reports or oversees staff development of reports to demonstrate program progress.</li> </ul>
<i>Policy</i>	<ul style="list-style-type: none"> <li>Develop and adopt written policies.</li> <li>Responsible for reviewing policies periodically.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies need for new policies.</li> <li>Responsible for assuring the implementation of policies and for assisting the board in analyzing policy options.</li> </ul>
<i>Personnel</i>	<ul style="list-style-type: none"> <li>Sets and reviews personnel policies.</li> <li>Hires Charter School Administrator and evaluates the administrator's performance.</li> </ul>	<ul style="list-style-type: none"> <li>Implements personnel policies.</li> <li>Recommends changes in personnel policies to the board.</li> <li>Hires all personnel and evaluates performance of staff members (or delegates to appropriate supervisor).</li> </ul>
<i>Resource Development</i>	<ul style="list-style-type: none"> <li>Responsible for assuring long-range commitments of resources; establishes a fund development plan and participates in its implementation.</li> <li>Reviews and approves all major grant proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research and maintain information database.</li> <li>Assist in fund development efforts.</li> <li>Develops grants and other funding applications, plans fundraising events, enters business ventures to support mission.</li> </ul>
<i>Board Accountability</i>	<ul style="list-style-type: none"> <li>Establishes and communicates clear expectations of Board directorship.</li> <li>Assures effective participation of Board directors.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates training and information exchange for members in preparation for selection of Board directors.</li> <li>Facilitates effective communication among Board directors.</li> </ul>

## ***Idaho State Board of Education***

<b>Responsibility</b>	<b>Board of Directors</b>	<b>Administrator</b>
<b><i>Decision Making</i></b>	<ul style="list-style-type: none"> <li>• Defines and communicates the role of Board, administrator in making decisions.</li> <li>• Assures appropriate involvement of Board directors in charter school decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes action decisions within parameters set by the Board, collaborates both with the other staff and Board in some decisions.</li> </ul>
<b><i>Community Relations</i></b>	<ul style="list-style-type: none"> <li>• Promotes the charter school to parents and the general public, including serving as an emissary of the charter school to the broader community.</li> <li>• Promotes cooperative action with other charter schools when the charter school should take part in coalitions, shared programs, joint action, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets the mission of the charter school to the community through direct involvement, public relations programs, including personal contact, descriptive program literature, and work with the media; works closely with the Board for an effective division of labor.</li> </ul>
<b><i>Contracts</i></b>	<ul style="list-style-type: none"> <li>• Approves contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages contracts.</li> </ul>
<b><i>Other</i></b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>