

Charter School Board of Directors - Roles and Responsibilities

Individuals who are selected to serve on the Board of Directors are expected to have a strong commitment to the school community, our students, and our mission. Directors are expected to fulfill this commitment by contributing to the fulfillment of the overall Board responsibilities and by satisfying the expectations outlined for individual Directors.

Overall Board Responsibilities

- Provide oversight/accountability and assess the school's successes/areas for improvement
- Participate in the school strategic planning to ensure impact, growth and sustainability
- Policy review
- Fundraising and financial oversight
- Educating the community about our work and advocating for the school

Board members are expected to fulfill these responsibilities by:

- Using the following data to work with the Executive Director to make continuous improvements to the organization and its programs:
 - Reviewing student achievement data,
 - The results of parent, teacher, and staff surveys
 - Attendance and attrition data,
 - Graduation rates
 - Performance of the school to determine areas of strength and weakness
- Serving as the fiduciary for the financial position of the school through the approval of the annual operating budget and capital budgets, review and approval of quarterly financial reports and the annual external audit, and assisting in any financial planning
- Selecting (based on recommendations from Executive Director), evaluating, and supporting other Board members
- Selecting and evaluating the performance of the Executive Director
- Governing the school via the Board's adopted by-laws
- Helping build strong relationships for the school in the community
- Advocating on behalf of the school to policy-makers and other potential supporters.

Expectations for Individual Directors

Each Director commits to supporting and leading the school by meeting the following expectations in four key areas:

- Meeting Attendance & Participation
- Financial Support
- Advocacy
- Board Development and Evaluation

Term of Service

Members of the Board of Directors are elected for a 3-year term. Members may be re-elected according to the bylaws.

Time Commitment

Board members should attend each Board meeting, serve or assist on committees and be available to members, other leaders and staff, estimated to require approximately 5-10 hours per month. It is also the Board's goal that each Director visit the school at least once per semester during school hours or a school event in order to interact with students, parents, and staff.

Attendance

The full Board of Directors meets monthly, with the exception of winter and summer recess. Directors are expected to attend, at a minimum, 75% of all scheduled meetings (except for emergencies beyond the control of the board member). No more than two of these meetings should be attended via phone/video conference. Schedules for Board meetings will be communicated as early as possible in order to minimize scheduling conflicts.

Financial Support

Each Director is expected to assist and participate in fundraising activities on behalf of the school. This includes the identification of potential donors and willingness to contact donors and/or solicit gifts. It is the goal of the Board for each Director to introduce at least one potential donor to the school each year.

Board Development and Evaluation

Each Director is expected to complete 9-15 hours of training by June 30 of each year, be well-informed about school and the Board's responsibilities and the performance and participate in an annual self-evaluation of the Board's effectiveness.

Desired Skills and Experience

Sincere love of children and commitment to quality of education; Knowledge of history, mission and goals of the school; Working knowledge of bylaws and policies; Ability to handle school business with tact, professionalism, enthusiasm, and commitment. Ability to communicate effectively; Ability to take responsibility and follow through on assignments and responsibilities; Ability to work well with people individually and in a group.

Compensation

Board members will not receive any compensation for their services as Board members.

Failure to fulfill

Failure to fulfill the responsibilities listed above will result in removal from the board following notice at the next regularly scheduled meeting, and then a vote of the remaining members at the next regularly scheduled meeting following the notice.

Full Disclosure of Actual or Potential Conflicts of Interest

Board members are required to disclose any and all business and personal relationships, which may reasonably be considered an actual or potential conflict of interest. I understand and agree that following this disclosure, if other currently unknown or unconsidered relationships of a business or personal nature pose an actual or potential conflict, it is my responsibility and legal obligation as a director of a non-profit corporation to provide full disclosure and recuse myself from any discussion or decisions that are related.

| Business Relationships | Personal Relationships |
|------------------------|------------------------|
| | |

Personal Commitment

Please list your top 3 committees of interest in order with 1 being your first choice:

- 1. _____
- 2. _____
- 3. _____

Please list your top 3 skills that you will be contributing to the Board of Directors:

- 1. _____
- 2. _____
- 3. _____

I (printed full name) _____ am willing to make every effort to fulfill _____ Charter Schools (HCS) Board of Directors roles and responsibilities as outlined above. I further agree that if, at any time, I am unable to fulfill the commitments of a member of the Board of Directors HCS that I will give appropriate notice of resignation to the Chair of the Board.

Signature
Training

Date

O.C.G.A. § 20-2-2072 and SBOE Rule 160-4-9-.06 require members of locally-approved non-profit charter school governing boards to participate in nine (9) hours of annual training, with six (6) additional hours of training for newly-approved governing board members during the first year after their approval. The training must include certain topics and be conducted by a State Board of Education (SBOE) approved provider. In addition, charter school governing boards must adopt a Code of Ethics and Conflict of Interest Policy.

Each charter school governing board must adopt a training program for its members that complies with SBOE-approved requirements and is provided by a SBOE-approved vendor. Charter Schools often partner with the Georgia Charter Schools Association, an SBOE-approved vendor, to design and implement its training plan for its Board.

The State Board of Education-approved Standards for Effective Governance of Georgia Nonprofit Charter School Governing Boards, include standards and elements within the following ten (10) domains:

- Domain I Governance
- Domain II Strategic Planning
- Domain III Board and Community Relations
- Domain IV Policy Development
- Domain V Board Meetings
- Domain VI Personnel
- Domain VII Financial Governance
- Domain VIII Ethics
- Domain IX Workforce/Economic Development
- Domain X Joint venture among business, school system, technical college and others

Officers of the Board

Chair of the Board

The chair is the senior volunteer leader of the Charter School who presides at all meetings of the Board and other meetings as required. The Chair is an ex officio member of all committees of the organization. The Board Chair oversees implementation of board and school policies and ensures that appropriate administrative practices are established and maintained.

Specific Responsibilities:

1. Works with the Executive Director, other board officers, and committee chairs to develop the agendas for Board meetings and presides at these meetings.
2. In consultation with other board officers, appoints volunteers to key leadership positions, including positions as chair of board committees and task forces, and cultivates leadership succession.
- 3. Recognizes his or her responsibility to set the example for other board members by contributing financially at a level that is meaningful to him/her and by playing a major role in fundraising activities.**
4. Works with the Board and paid and volunteer leadership, in accordance with the charter school's bylaws and mission, to establish and maintain systems for:
 - Planning the organization's human and financial resources and setting priorities for future development.
 - Reviewing operational effectiveness and setting priorities for future development.
 - Ensuring the legal and ethical standard.
 - Hiring and evaluating the school's Executive Director
 - Developing and maintaining an effective board culture
 - Developing an effective pipeline of future leaders of the board.
5. In conjunction with the Governance Committee, manages the development of the Board in order to help it work more effectively and efficiently.
6. Works with the Executive Director and other board officers to develop both immediate and long-term goals and expectations for the board that support organizational priorities and governance concerns.
7. Communicates effectively with and supports the Executive Director in his/her job as manager of the school. In this capacity, focuses on ensuring that the Board governs rather than manages.
8. Works with the Committee Chairs and the Executive Director to keep apprised of committee work and to ensure that committees have the resources needed to do their job. Also, works to ensure effective and efficient communications between the committees and the Board.
9. Creates a safe environment for decision-making by inviting participation, encouraging varying points of view and stimulating a frank exchange of ideas in an effort to provide shared decision-making.

10. Communicates with the Board effectively so the board information system focuses on decision-making, stimulates participation and supports an appropriate balance of responsibility between board and staff.

11. Links with major stakeholders when it is agreed that the Chair is the most appropriate person to represent the organization at a key meeting, write an editorial for a newspaper or thank a major donor.

Treasurer

Provides direction for the financial management of the school and facilitates the board in meeting its financial oversight responsibilities.

Specific Responsibilities:

1. Chair of the Finance Committee.

2. Provides direction for the oversight of the school's record keeping and accounting policies.

3. Ensures the presentation of timely and meaningful financial reports to the board.

4. Ensures the development of annual budget and its submission to the Board for its approval. Leads the monitoring of budget implementation.

5. Oversees development and board review of financial policies and procedures. With the Finance Committee, monitors the adherence to financial policies and procedures adopted by the Board.

6. Develops and monitors any investment policies adopted by the Board.

7. Ensures that assets are protected and invested according to board policy.

8. Leads the board in assuring compliance with federal, state and other financial reporting requirements.

9. Presents the recommendation of the auditor to the Board for their approval. With the Finance Committee reviews the results of the audit including the management letter, develops a plan for remediation, if necessary, and presents the results to the Board.

10. Recognizes his or her responsibility to set the example for other board members by contributing financially at a level that is meaningful to him/her and by playing a major role in fundraising activities.

11. Takes responsibility for designing an annual board education program so that all board members can effectively conduct oversight of the financial health of the organization.

Secretary

Provides direction for the keeping of legal documents including minutes of all meetings of the board of the school.

Specific Responsibilities:

1. Certify and keep at the principal office of the corporation the original, or a copy of the by-Laws as amended or otherwise altered to date.
2. Keep at the principal office of the corporation or at such a place as the Board may determine a book of minutes of all meetings of the Trustees and meetings of committees. Minutes shall record the time and place of meeting, whether regular or special, how called, how notice was given, the names of those present or represented at the meeting and the proceedings thereof.
3. Present for approval by the Board copies of all minutes of meetings of the board.
4. Ensure that all notices are duly given in accordance with the provisions of the by-Laws or as required by law.
5. In general, serves as the protocol officer of the board, ensuring that the keeping and posting of meeting minutes, meeting notifications, adherence to open meeting laws, and other procedural requirements are followed legally and ethically.
6. In general, perform all duties incident to the office of the Clerk and such other duties as may be required by law, by the Articles of Incorporation or bylaws, or which may be assigned to him or her from time to time by the Board.
- 7. Recognizes his or her responsibility to set the example for other board members by contributing financially at a level that is meaningful to him/her and by playing a major role in fundraising activities.**

Committees of the Board

Academic Committee

The Academic Committee provides a platform for its members to review and thus make suggestions for policies on academic performance, curriculum development and instructional delivery. The purpose of the Academic Committee is to measure the academic results of the school against the goals laid out in the school's charter, accountability plan, and annual Executive Director goals. This means measuring school outcomes against stated goals for metrics such as: performance on state tests, performance on nationally normed standardized tests, and interim assessments. Additionally, this committee may look at other metrics such as attendance, student and staff retention, and student, family and staff satisfaction surveys.

Appointments and Composition

1. Appointments of the chair and members of the Academic Committee shall be made annually by the Chair of the Board with the advice and consent of the Board and the school leader and in accordance with the bylaws.
2. The chair and Members of this committee shall be members of the Board, subject to the conditions stated in the bylaws. Additional committee members may be appointed and need not be members of the Board.

Responsibilities

It is important to note that this is a governance function, not a management function, and it is anticipated that the school leader will have a great deal of input into the work and composition of this committee. The committee's main role is to assure that academic excellence is defined, and that the board approves annual goals to attain academic excellence.

1. Define and continue to refine what academic excellence means for our charter school.
2. Ensure that all board members understand the key charter promises we have made to our community and to our authorizer.
3. Work with the school leadership to devise clear and consistent ways to measure progress towards stated goals.
4. Work with school leadership to set annual academic achievement goals, to be presented to and approved by the full board.
5. Work with school leadership to share with the board annual successes, barriers to reaching academic excellence, and strategies to overcome these barriers.
6. Arrange for Board training on issues related to academic oversight and academic achievement, as needed.
7. Create specific measurable board-level goals for the year as part of the full board planning process.
8. Report to the Board at regular meetings of the Board in a manner determined by the Board.
9. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board.

Finance Committee

The Finance Committee provides a platform for its members to review and thus make suggestions to the school's financial policies. It works with the Executive Director and other designated staff to create each fiscal year's budget; presenting budget recommendations to the Board, monitoring implementation of the approved budget and recommending proposed budget revisions, and recommending to the Board appropriate policies for the management of the school's assets.

Appointments and Composition

1. The members of the finance committee shall be the treasurer of the Board who shall serve as chair, the Chair who shall serve as an ex-officio member, together with other trustees appointed by the Chair with the advice and consent of the Board in accordance with the bylaws.

2. Additional committee members may be appointed and need not be members of the Board.

Responsibilities

1. Prepare an annual budget for the charter school in collaboration with the Executive Director and Treasurer.

2. Also in collaboration with the Executive Director and Treasurer, develop and annually revise a five-year financial forecast and develop long-range financial plans based on the forecast.

3. Arrange for an annual audit to be provided to the Board.

4. Provide oversight of the procurement process.

5. Review monthly financial statements and variances from budget, and recommend action to the Board, as appropriate.

6. Create specific measurable board-level goals for the year as part of the full board planning process.

7. Develop and implement a board-level training program to ensure that all trustees (especially those without a financial background) can be effective stewards of the school's financial resources.

8. Report to the Board at regular meetings of the Board in a manner determined by the Board.

9. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board.

Development Committee

The Development Committee provides a platform for its members to review and thus make suggestions for policies on the resource development of the school. Working with the Executive Director it is responsible for raising non-grant funds, public relations, and communications to support the school's mission.

Appointments and Composition

1. Appointments of the chair and members of the development committee shall be made annually by the Chair of the Board with the advice and consent of the Board in accordance with the bylaws.
2. The chair of this committee shall be a member of the Board.
3. Members of this committee shall be members of the Board, subject to the conditions stated in the bylaws. Additional committee members may be appointed and need not be members of the Board.

Responsibilities

1. Develop an annual and multi-year fundraising plan that will generate the funds needed to meet the non-public and non-grant fundraising goal.
2. Coordinate the implementation of the fundraising plan with fundraising efforts by senior staff, parents, and other volunteers.
3. Develop the necessary sub-committee systems to successfully carry out the fundraising events and activities that are part of the annual fundraising plan; supervise the functions of the sub-committees
4. Develop a plan for involving all Board trustees in the non-grant resource development activities of the charter school.
5. Arrange for Board training on development issues, as needed.
6. Create specific measurable board-level goals for the year as part of the full board planning process.
7. Report to the Board at regular meetings of the Board in a manner determined by the Board.
8. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board.

Governance Committee

The governance committee is commissioned by and responsible to the Board to assume the primary responsibility for matters pertaining to Board recruitment, nominations, orientation, training, compliance, and evaluation in accordance with the bylaws of the school as well as established policies and practices approved by the Board.

Appointments and Composition

1. Appointments of the chair and members of the Board governance committee shall be made annually by the Chair of the Board with the advice and consent of the Board in accordance with the Bylaws.
2. The chair and other members of this committee shall be members of the Board.
4. Additional committee members may be appointed and need not be members of the Board.

Responsibilities

1. Analyze the skills and experience needed on the Board.
2. Create a short and long-term board recruitment strategy.
3. Work with Board Chair and School Leader on a succession plan for board officers.
4. Recruit members to serve as members of the Board and develop a slate for consideration by the membership at the annual meeting in accordance with selection/election procedures outlined in the bylaws.
5. Develop and review annually the procedures for Board recruitment.
6. Develop an orientation and training plan for new Board trustees.
7. Assist in the planning of an annual Board retreat and other deeper strategy sessions as needed.
8. Develop and revise a Board member handbook outlining the responsibilities of the Board and Board members, Board policies, and other relevant information.
9. Conduct board education as needed.
10. Create specific measurable board-level goals for the year as part of the full board planning process.
11. Regularly evaluate the effectiveness of board meetings, and make recommendations for improvement to the chair and the full board as needed.
12. Annually coordinate an evaluation of the full board and individual trustees.
13. Report to the Board at regular meetings of the Board in a manner determined by the Board.
14. Annually evaluate its work as a committee and the objectives it has committed itself to and report on the same to the Board.