

# Chairman of the Board

**Member of, Elected by and Reports to:** The Board of Directors

**Supports:** Executive Director

**Term of Office:** One year; renewable for three consecutive years with the approval of a majority vote of the board.

## **General Responsibilities:**

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

## **Specific Responsibilities:**

- Works with the Executive Director, other board officers, and committee chairs to develop the agendas for Board of Directors meetings, and presides at these meetings.
- 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.
- Recognizes his or her responsibility to set an 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.
- Works with the Board of Directors and paid and volunteer leadership, in accordance with the organization'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 organization's Executive Director
  - Developing and maintaining an effective board culture
  - Developing an effective pipeline of future leaders of the board.
- In conjunction with the Governance Committee, manages the development of the Board in order to help it work more effectively and efficiently.
- 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.
- 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.
- 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.
- 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.
- 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.
- Links with major stakeholders when it is agreed that the Chairman is the most appropriate person to represent the organization at a key meeting, write an editorial for a newspaper or thank a major donor.

## **Qualifications:**

- Commitment to and energy to support the organization and its values; an understanding of the organization's mission and goals, and the distinctions between governance and management.
- Strong leadership skills to inspire a shared vision for the school and for the Board's work. Stimulated by a commitment to the mission, the Chairman should guide the Board toward articulating and committing to a commonly held perception of the future of the organization.
- Strong network of relationships within the greater community to leverage resources for the organization.

- Strong shared vision with staff about school mission and goals for student achievement.
- Strong facilitation and communication skills and an understanding of group process.
- Objectivity so that dialog is productive and contributions are encouraged from all sides of an issue.
- Decisiveness in order to tackle and resolve difficult issues and to keep the business of the Board moving.
- An ability and willingness to support encourage and develop a strong, entrepreneurial Executive Director.
- Strong organizational skills.

**Indicators of effectiveness:**

- Meets annual goals as identified and adopted at the beginning of the leadership term, including specific goals for development.
- Is perceived by other board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on results.
- Is perceived by senior staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.

# Vice Chairman of the Board

**Member of, Elected by and Reports to:** The Board of Directors

**Supports:** The Chairman

**Term of Office:**

## **General Responsibilities:**

The Vice Chairman is the secondary volunteer leader of the organization and as such, discharges the duties of the Chairman as required in the Chairman's absence. The Vice Chairman supports the activities of the Chairman including sharing responsibilities as appropriate.

## **Specific Responsibilities:**

- In Chairman's absence:
- Presides at meetings of Board of Directors
- Serves as ex officio member of standing committees
- Recognizes his or her responsibility to set an 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.
- Works with the Chairman to assist in developing the agendas for Board of Directors meetings.
- Advises the Chairman on appointing volunteers to key leadership positions, including positions as chair of board committees and task forces.
- Assists the Chairman by taking on responsibility as necessary for communication with Committee Chairs.
- Supports and challenges the Chairman in all his/her responsibilities to ensure organizational priorities and governance concerns are addressed in the most effective and efficient manner.
- Represents the board in the community, especially at events at which the chair cannot attend.
- Other duties as delegated by the Chairman.

## **Qualifications:**

- Commitment to and energy to support the organization and its values; an understanding of mission and goals, and the distinctions between governance and management.
- Strong leadership and collaborative skills to support the Chairman and to offer alternative proposals in the interest of best serving the organization.
- Strong facilitation and communication skills and an understanding of group process.
- Objectivity so that dialog is productive and contributions are encouraged from all sides of an issue.
- Decisiveness in order to tackle and resolve difficult issues and to keep the business of the board moving.
- Strong organizational skills.

## **Indicators of effectiveness:**

- Meets annual goals as identified and adopted by the board at the beginning of leadership term.
- Is perceived by other board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on results and student achievement.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.

# Treasurer

**Member of and Elected by:** The Board of Directors

**Reports to:** The Chairman and the Board of Directors

**Supports:** Executive Director, accountant or bookkeeper, and auditors as necessary.

**Term of Office:** One year; renewable for three consecutive years.

## **General Responsibilities:**

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

## **Specific Responsibilities:**

- Chairman of the Finance Committee.
- Provides direction for the oversight of the organization's record keeping and accounting policies.
- Ensures the presentation of timely and meaningful financial reports to the board.
- Ensures the development of an annual budget and its submission to the Board for its approval. Leads the monitoring of budget implementation.
- 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.
- Develops and monitors any investment policies adopted by the Board.
- Ensures that assets are protected and invested according to board policy.
- Leads the board in assuring compliance with federal, state and other financial reporting requirements.
- 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.
- Recognizes his or her responsibility to set an 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.
- 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.

## **Qualifications:**

- The treasurer must display a commitment to the organization and its principles, mission and goals, and the distinctions between governance and management.
- A strong understanding of the record keeping, accounting systems, financial reports and financial policies and procedures.
- An ability to focus on both the short-term and long-term financial health of the organization.

## **Indicators of effectiveness:**

- Meets annual goals as identified and adopted by the board at the beginning of the leadership term.
- Is perceived by other board members as being transparent and efficient in delivering financial reports and as being aggressively protective of the integrity of the organization's fiscal management.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.

# Secretary

**Member of and Elected by:** The Board of Directors

**Reports to:** The Chairman and the Board of Directors

**Supports:** Member of the staff or volunteer taking minutes.

**Term of Office:** One year; renewable for three consecutive years.

## **General Responsibilities:**

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

## **Specific Responsibilities:**

- 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.
- 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 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.
- Present for approval by the Board copies of all minutes of meetings of the board.
- Ensure that all notices are duly given in accordance with the provisions of the by-laws or as required by law.
- 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.
- 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 by-laws, or which may be assigned to him or her from time to time by the Board of Directors.
- Recognizes his or her responsibility to set an 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.

## **Qualifications:**

- A commitment to the organization and an understanding of the organization and its values, mission and goals and the distinctions between governance and management.
- An understanding of the required record keeping and the laws of the jurisdiction (city, state) in which the organization operates.
- A capacity for attention to detail.

## **Indicators of effectiveness:**

- Meets annual goals as identified and adopted by the board at the beginning of the leadership term.
- Is perceived by other board members as being an accurate and reasonable steward of the decision-making history of the organization and as being ever mindful of the duties and requirements of public service.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.