

**Roles and Responsibilities  
Governing Board  
Avondale Education Association  
Revised January 2016**

**Duties of the Board as a Whole:**

**General Responsibilities:**

Responsible for ensuring that the academic program of The Museum School of Avondale Estates (The Museum School) is successful, that the school's program and operation are faithful to the terms of its charter, and that the school is a viable organization.

**Specific Responsibilities:**

1. Determine the mission and purpose of The Museum School and keep it clearly in focus
  - Create and periodically review the mission statement which:
    - a. Serves as a guide to organizational planning, board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources.
    - b. Is used as the vehicle for assessing program activities to ensure that the organization is not drifting away from its original purposes.
  - Understand and support the mission statement.
  - Review and maintain bylaws and policies consistent with mission
2. Ensure effective organizational planning
  - Approve an annual organizational plan that includes concrete, measurable goals consistent with the charter and accountability plan.
  - Establish strategic plans
  - Focus on governance, rather than management
3. Determine, monitor and strengthen the programs and services of The Museum School
  - Assure programs and services are consistent with the mission and the charter.
  - Approve measurable organizational outcomes.
  - Approve annual, attainable board and management level goals.
  - Monitor progress in achieving the outcomes and goals.
  - Assess the quality of the program and services.
4. Support and review the performance of the School Leader
  - Provide frequent and constructive feedback.
  - Compliment for exceptional accomplishments.
  - Provide for an annual written performance review with a process agreed upon with the School Leader well in advance.
5. Ensure adequate resources
  - Approve fundraising targets and goals.
  - Assist in carrying out development plan.

## 6. Manage resources effectively

- Approve the annual budget.
- Monitor budget to actual performance through periodic financial reports.
- Approve accounting and personnel policies.
- Provide for an independent annual audit by a qualified CPA.
- Ensure adequate insurance is in force to cover students, staff, visitors, the board and the assets of the school.

## 7. Enhance the public standing of The Museum School

- Serve as ambassadors, advocates and community representatives of the school.
- Ensure that no board member represents her/himself as speaking on behalf of the board always deferring to the Chair of the Board of Directors as the official spokesperson of the Board.
- Provide for a public presentation that details The Museum School's mission, programs, financial condition, and progress made towards charter promises.

## 8. Ensure legal and ethical integrity and maintain accountability

- Establish policies to guide the school's board members and staff.
- Develop and maintain adequate personnel policies and procedures (including grievance mechanisms).
- Keep full and accurate records of meetings, committees, and policies
- Adhere to the provisions of the school's bylaws and articles of incorporation.
- Adhere to local, state and federal laws and regulations that apply to the school.
- Ensure compliance with all federal state and local government regulations.

## 9. Recruit and orient new board members and assess board performance

- Define board membership needs in terms of skill, experience and diversity.
- Cultivate, check the credentials of and recruit prospective nominees.
- Provide for new board member orientation.
- Conduct an annual evaluation of the full board and individual trustees.
- Provide ongoing education for board members
- Ensure effective leadership succession planning

## **Duties of Individual Directors**

### **General Responsibilities:**

Each trustee is responsible for actively participating in the work of The Museum School Board of Directors and the life of the school. Each Director is expected to affirm and strive to fulfill the performance expectations outlined below.

### **Specific Responsibilities:**

1. Believe in, support, and be an active advocate and ambassador for the values, mission, and vision of The Museum School.
2. Work with fellow board members to fulfill the obligations of board membership.
  - Be knowledgeable about the charter, objectives, and current and historical operations and issues
  - Keep informed about the school and its issues by reviewing materials, participating in discussions, and asking strategic questions.
3. Behave in ways that clearly contribute to the effective operations of the Board of Directors:
  - Focus on the good of the organization and group, not on a personal agenda
  - Respect board confidentiality
  - Accept and support board decisions once they are made
  - Build awareness of and vigilance towards governance matters rather than management.
  - Avoid involvement in specific management, curriculum, or personnel issues
  - Support the Head of School and demonstrate support in the community
4. Attend Board Meetings:
  - Attend a minimum of 9 board meetings, all State of the School addresses, all special called meetings and individual committee meetings in accordance with the attendance policy.
  - If unable to attend, notify the board or committee chair at least 24 hours in advance.
  - Prepare for these meetings by reviewing materials and bringing the materials to meetings.
  - Responsibly review and act upon committee recommendations brought to the board for action.
  - Prepare in advance for decision-making and policy formation at board meetings; take responsibility for self-education on the major issues before the board.
5. Provide leadership on board committees.
  - Each board director is expected to serve as an active member or chair of at least one board level committee.
6. Understand that the Board speaks with one voice or not at all:
  - Decision-making occurs during meetings of the board
  - Board exercises its authority only when it acts collectively
  - Individual directors may not exercise the authority of the board outside of board meetings unless specifically delegated that authority by the board as a whole for a specific purpose

7. Be prepared to contribute a minimum of 8-10 hours per month toward board service which includes:
  - Attending regular board meetings (2 hours)
  - Participating on a board committee (2 hours)
  - Reading materials, preparing for meetings (1 hour)
  - Attending events at the school, assisting with fundraising, supporting school fundraisers/events and other ambassador tasks as needed (2-4 hours)
8. Commit time to developing financial resources for The Museum School. This includes making a personally meaningful financial gift as well as supporting other fund development activities of The Museum School in a manner appropriate for board directors.
  - Give an annual financial contribution and support capital campaigns at a level that is personally meaningful.
  - Actively participate in one or more fundraising event(s) annually.
9. Inform the Board of Directors of The Museum School of any potential conflicts of interest, whether real or perceived, and abide by the decision of the board related to the situation.
10. Accept fiduciary responsibility:
  - Duty of Care
  - Duty of Loyalty
  - Duty of Obedience
11. Participate in the annual board director self-review process.
12. Participate in annual board development activities, including specific governance/charter school training, as prescribed by the governance committee.
  - Understand and comply with all applicable open records/meetings requirements, as required by local, state, and federal law.
13. In general, utilize personal and professional skills, relationships and knowledge for the advancement of The Museum School.
14. Participate in the charter renewal process, including preparation for and participation in any interviews required.

**The Museum School of Avondale Estates  
Board Member Agreement**

I, \_\_\_\_\_ understand that as a member of the Board of Directors of the The Museum School I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

I have read, understand and am willing to comply with the Board of Directors Roles and Responsibilities and the individual performance expectations that outline my responsibilities to the Board.

If I ever find myself in a situation where I am unable to fulfill these expectations I will provide 30 days notice to the Chairman. Subsequent actions may include discussions and or actions that may include my resignation or termination from the Board. I will also participate in any transition plans as needed to facilitate a smooth transition for my replacement.

In turn, the organization will be responsible to me in several ways:

1. I will be sent, without request, monthly financial statements and an update of organizational activities that allow me to meet the "prudent person" section of the law.
2. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working, and by offering me opportunities for professional development as a board member.
3. Board members and the Head of School will work in good faith with me towards achievement of our goals.
4. If the organization does not fulfill its commitments to me, I can call on the board Chair and Head of School to discuss my concerns regarding my ability to fulfill these responsibilities.

\_\_\_\_\_  
Member, Board of Directors                      Date: \_\_\_\_\_

\_\_\_\_\_  
Chair, Board of Directors                      Date: \_\_\_\_\_