

# Critical Board Practices

## Board and Administration

### Design of the Partnership

POLICIES	TIME AND ATTENTION
Governance <ul style="list-style-type: none"> <li>• Mission</li> <li>• Strategy</li> <li>• Survival</li> <li>• Leadership</li> </ul>	<i>Board's decisions</i>  Administrator's advice
Partnership <ul style="list-style-type: none"> <li>• Authorizations</li> <li>• Finance Policies</li> <li>• Enrollment</li> <li>• Employment Terms</li> </ul>	Shared decisions: Board and Administrator
Operational <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Program</li> <li>• Systems</li> </ul>	Board's advice  <i>Charter School Administrator's decisions</i>

Above adapted from chart on page 56, *Trustee Handbook: A Guide to Effective Governance of Independent Schools*, 2003, by Mary Hundley DeKuyper. Washington, DC: National Association of Independent Schools.

### Delineating Roles

THE BOARD	THE ADMINISTRATION
<b>ENDS (results)</b> <ul style="list-style-type: none"> <li>• Why?</li> <li>• What?</li> <li>• How Much?</li> </ul>	<b>MEANS (methods)</b> <ul style="list-style-type: none"> <li>• How?</li> <li>• When?</li> <li>• Where?</li> <li>• Who?</li> </ul>
Vision Mission Goals (Strategic Planning) Policies	Objectives Strategies Action Plans Procedures
<b>MONITOR</b> <b>VOTE</b>	<b>IMPLEMENT</b> <b>RECOMMEND</b>

Above adapted from Marci Cornell Feist. 1999. *The Massachusetts Charter Schools Trustees Guide*. Boston: Pioneer Institute for Public Policy Research.

