Understand Your Non-Academic Responsibilities
FINANCE

Budgeting
Accounting & Financial Management
Financial Reporting & Forecasting
Capital Finance Strategy & Planning
Human Resources
Payroll
Compliance
Audit/Tax Preparation

OPERATIONS

Student Records/Database
Student Enrollment
Food Services
Transportation
Technology
School Programs
Facilities
Scheduling and Planning
Operations Team Management
# Recommended Responsibilities of a Finance Leadership Team

## (Chief Financial Officer, Director of Finance, Controller)

### HUMAN RESOURCES
- Oversee the administration related to new employees including W-4s, I-9s, HR Manual, hire letters, direct deposit and garnishment management
- Select and manage relationships with vendors/brokers and enroll/withdraw staff members for benefits including insurance (health, dental, vision, long-term/short-term disability and/or life), retirement plans and COBRA
- Select and manage relationships with and obtain/compare multiple quotes from vendors/brokers for CMO and school-wide insurance policies (umbrella, property, liability, directors and officers, student accident, worker’s compensation, disability and unemployment)
- Manage contingency planning for long-term and coordinate succession planning
- Oversee administration of annual staff survey and attempt highest completion rate as possible and compile statistics for charter renewal
- Work with paid and pro bono legal counsel for employment/benefits matters to remain compliant with federal, state, local and authorizer’s regulations

### COMPLIANCE
- Develop and maintain intimate knowledge of all academic & financial requirements per charter authorizer and manages compliance related to Board of Trustees and charter renewal
- Manage all compliance responsibilities including Titles I-V, teacher certification, safety, fire drill coordination, health, fingerprinting, software compliance, student lottery and annual sexual harassment seminar

### PAYROLL
- Manage all payroll responsibilities including relationship with payroll vendor, electronic payroll processing, W-2 and 1099 distribution, time sheet management, posting payroll expenses in accounting system, filing of related documents using CSBM Binder/e-Binder System
- Create and maintain system to track days off (vacation, sick, personal, jury duty, bereavement, excused absences for professional development) and research ways to automate tracking and communicate to staff members
- Support leadership team with staff member pay scale determination at CMO and/or school(s)
- Create organizational structure, salary/bonus (if applicable) rubric with leadership team
- Implement and upgrade payroll software and time tracking software (if applicable)

### ACCOUNTING & FINANCIAL MANAGEMENT
- Establish, document, enforce & follow internal controls in Financial Policies & Procedures Manual (FPPM)
- Recommend which bank accounts should be opened or closed and why
- Implement/upgrade accounting software
- Oversee the posting of revenues, bank deposits, expenses, payments in accounting system in accordance with GAAP and ensure all related support documentation is filed in CSBM’s Binder/e-Binder System
- Complete bank reconciliations, handle treasury management to maximize interest income and manage expense reimbursement process
- Close books and reconcile accounts monthly; enter closing journal entries as needed

### BUDGET
- Manage annual budget process reflecting vision, mission and charter of school(s) and/or CMO; review, update, budget, approved and approved by leadership team and Board of Trustees
- Create multi-year budgets to predict sustainability of critical decisions for initial and renewal charter applications, Board of Trustees, authors and funders as needed
- Develop and maintain intimate knowledge of revenue streams, related cash flows and restrictions (if/when applicable)

### FINANCIAL REPORTING & FORECASTING
- Manage monthly, quarterly and annual fiscal reporting to all constituents including authorizer and Board of Trustees
- Track budget vs. actual enrollment for general education, special education and ELL students as it changes and impacts the finances
- Complete all federal, state, local, foundation and/or corporate grant administration/reporting
- Ensure revenues, expenses and assets related to restricted funding are tracked through the accounting system
- Develop forecasts, extrapolating where possible and gathering leadership team’s input of which line items may be under/over budget to predict surplus or deficit on both accrual and cash basis

### AUDIT/TAX PREPARATION
- Obtain list of/meet with auditors experienced with charter schools and discuss which one(s) to select with leadership team and finance committee of Board
- Manage annual financial audit and tax/990 filings with auditors
- Close books for fiscal year and prepare all requested audit schedules, analyses and support documentation
- Provide auditors with all additional open items to complete financial statements and 990s; confirm extensions are filed if/when necessary
- Facilitate meeting between finance committee, management, qualified consultants (when applicable) and auditors to ensure transparency regarding audit results
- Prepare for and implement all remedies for recommendations by auditors in management letter that accompany audited financial statements

### CAPITAL FINANCE STRATEGY & PLANNING
- Raise capital to scale network and/or school(s), including new and existing facilities
- Manage expenses and comply with required covenants and restrictions tied to secured funds
- Identify and mitigate financial risks
- Negotiate with vendors, brokers, investors, banks and other sources of capital, services and products when possible
### Recommended Responsibilities of a Finance Support Team

*(Business Manager, Accountant, Bookkeeper, Associate, Analyst)*

#### Human Resources
- Handle the administration related to new employees including W-4s, I-9s, HR Manual, hire letters, direct deposit and garnishment management.

- Liaise and follow up with vendors/brokers to enroll/withdraw staff members in/from benefits including insurance (health, dental, vision, long-term/short-term disability and/or life), retirement plans and COBRA.

- Liaise and follow up with vendors/brokers for CMO and/or school-wide insurance policies (umbrella, property, liability, directors and officers, student accident, worker’s compensation, disability and unemployment).

- Provide input with contingency planning as requested for succession planning.

- Administer annual Staff Survey and attempt highest completion rate as possible and file all surveys for charter renewal purposes.

#### Payroll
- Administer payroll with payroll vendor, process W-2s and 1099s, manage time sheets, post payroll expenses in accounting system and file related documents using CSBM Binder/e-Binder System.

- Track all days off (vacation, sick, personal, jury duty, bereavement, excused absences for professional development) using system established by finance leader(s).

- Support the implementation/upgrade of payroll software and time tracking software (if applicable).

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#### Compliance
- Understand financial requirements per charter authorizer and support compliance duties related to Board of Trustees and charter renewal.

- Support with completion of compliance responsibilities including Titles I-V, teacher certification, safety, fire drill coordination, health, fingerprinting, software compliance, student lottery and annual sexual harassment seminar as requested.

#### Budget
- Provide input with annual and multi-year budgets as requested.

- Understand revenue streams, related cash flows and restrictions (if/when applicable).

#### Accounting & Financial Management
- Follow internal controls in Financial Policies & Procedures Manual (FPPM).

- Know which bank accounts are open or being closed and why.

- Support with the implementation/upgrade of accounting software.

- Post revenues, bank deposits, expenses, payments in accounting system in accordance with GAAP and file all related support documentation in CSBM’s Binder/e-Binder System.

- File completed bank reconciliations, record interest income and support expense reimbursement process.

- Support with the monthly close and related account reconciliation.

#### Financial Reporting & Forecasting
- Support with the monthly, quarterly and annual fiscal reporting to all constituents including Charter Authorizer and Board of Trustees.

- Support with the tracking of budget vs. actual enrollment for general education, special education and ELL students as it changes and impacts the finances.

- Supports with the completion of all federal, state, local, foundation and/or corporate grant administration/reporting.

- Track revenues, expenses and assets related to restricted funding through the accounting system.

- Support with the development of forecasts, extrapolating where possible and gathering leadership team’s input of which line items may be under/over budget to predict surplus or deficit on both accrual and cash basis.

#### Audit/Tax Preparation
- Build relationship with auditors selected by the CMO and/or school(s).

- Support with tasks related to the annual financial audit and tax/990 filings with auditors.

- Support with closing the books for fiscal year and preparation of all requested audit schedules, analyses and support documentation.

- Support with providing auditors all additional open items to complete financial statements and 990s.

- Support with implementation of all remedies for recommendations by auditors in management letter that accompany audited financial statements.

#### Capital Finance Strategy & Planning
- Support with managing expenses and complying with required covenants and restrictions tied to secured funds.

- Support with mitigating financial risks identified.

- Identify possible areas to negotiate with vendors, brokers, investors, banks and other sources of capital, services and products when possible.

*Fill in initials of person responsible in each box*
# Recommended Responsibilities of an Operations Leadership Team

*(Chief Operating Officer, Director of Operations, Operations Manager)*

## STUDENT RECORDS/DATABASE

- Select and manage database used, in addition to regulatory required student database. Implement usage policies and train appropriate staff on various systems. Manage relationship with database vendor to ensure full utilization and implementation of features and updates.
- Develop, document and implement student record audit process to verify student information is accurate, organized and filed as required by law.
- Develop, document and train staff on collection and filing of student records process.
- Develop, document and implement process for academic data entry by teachers for report cards in collaboration with academic leadership team.

## STUDENT ENROLLMENT

- Develop and execute a strategic marketing plan for student recruitment, including outreach ads, community partnerships and tours and external presentations for interested families/organizations.
- Ensure operations support team is accountable for ensuring student enrollment targets are met.
- Ensure operations support team manages and tracks student waiting list according to State law.
- Develop, document and execute new student lottery process in compliance with law and followed by an impartial party (auditor/Board Member).
- Train and ensure operations support team submits student transfer/withdrawal paperwork to and/or from student’s former or current school in a timely fashion.

## TECHNOLOGY

- Collaborate with tech vendor on technology responsibilities including computers, servers/cloud, back-up solution, software, E-Rate application / administration, and related Help Desk issues.
- Collaborate with tech vendor to support leveraging technology implementation in classrooms and tech lab (computers, SMART Boards) for student assessment and targeted instruction.
- Collaborate with tech vendor to manage phone system (owned vs. leased), telephones (land lines and mobile), and internet connectivity (DSL, T1).
- Develop and manage meal invoicing and collections, in collaboration with finance team/vendor.
- Develop and manage meal distribution/tracking and lunch period staffing with support from food vendor and operations support team.
- Report meal counts to appropriate state authorities for meal reimbursements and develop process to communicate/transfer related information to finance team.
- Ensure school or vendor compliance with health standards, as it pertains to food services.

## FACILITIES

- Develop, document and train staff on collection and filing of student records process.
- Develop, document and implement process for academic data entry by teachers for report cards in collaboration with academic leadership team.

## SOUPER SERVICES

- Develop and manage meal invoicing and collections, in collaboration with finance team/vendor.
- Develop and manage meal distribution/tracking and lunch period staffing with support from food vendor and operations support team.
- Report meal counts to appropriate state authorities for meal reimbursements and develop process to communicate/transfer related information to finance team.
- Ensure school or vendor compliance with health standards, as it pertains to food services.

## TRANSPORTATION

- Develop, execute, train and assist operations support team on the student transportation plan for arrival, dismissal and field trips.
- Manage school bus vendor including requesting annual service, cancellations and managing all grievances.
- Develop a process and train operations support team on efficiently managing daily transportation changes focusing on communication and safety.

## SCHOOL PROGRAMS

- Coordinate with after school program liaison (if applicable) to ensure operational systems are aligned with processes of CMO and/or school(s).
- Develop and train operations support team on the field trip process in collaboration with academic leaders, school nurse, school food and transportation.

## SCHEDULING & PLANNING

- Develop, execute, train and assist operations support team on the student transportation plan for arrival, dismissal and field trips.
- Manage school bus vendor including requesting annual service, cancellations and managing all grievances.
- Develop a process and train operations support team on efficiently managing daily transportation changes focusing on communication and safety.

## PURCHASING & LOGISTICS

- Ensure all school-wide operations processes are communicated and documented.
- Manage facility move, if applicable (furniture, fixtures, equipment, administration of hearing/ sight exams, immunization compliance and physical examinations).
- Oversee the tracking of all supplies, materials and assets purchased in error or damaged in transit.

## OPERATIONS TEAM MANAGEMENT

- Nurse
  - Manage nurse to ensure effective health services, administration of hearing/sight exams, immunization compliance and physical examinations.
  - Ensure all school-wide operations processes are communicated and documented.
- Operations Assistant(s)
  - Support administrative duties [photocopying, covering front desk, nurse duties, covering teachers who need to use the restroom].
- Custodian/Facilities Manager
  - Ensure building facilities are well-maintained and functioning and minor building maintenance and repairs.
  - Ensure safety of students and staff and security of building.
- Security Guard(s)
  - Ensure safety of students and staff and security of building.
- Receptionist
  - Answer phone, handle emergency calls that arise, contact school administration.
- Bus Monitor(s)
  - Ensure students are safe, abide by bus rules and assist the driver, as needed.

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888.710.2726 info@csbm.com
# Recommended Responsibilities of an Operations Support Team

(Office Manager, Administrative Assistants)

<table>
<thead>
<tr>
<th><strong>STUDENT RECORDS</strong></th>
<th><strong>FOOD SERVICES</strong></th>
<th><strong>FACILITIES</strong></th>
<th><strong>SCHEDULING &amp; PLANNING</strong></th>
<th><strong>MARKETING</strong></th>
<th><strong>PURCHASING &amp; LOGISTICS</strong></th>
<th><strong>SCHOOL PROGRAMS</strong></th>
<th><strong>TRANSPORTATION</strong></th>
<th><strong>RECRUITING</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain and update student information in the areas of academics, personal contact info, health and emergency info, and parental permission, using state-required database and school database (if applicable)</td>
<td>Manage school nutrition program, including managing staff and vendor (if applicable) for breakfast, lunch, and/or snack</td>
<td>Communicate quick building needs to facility team, maintain employee mailboxes, room signs, hallway passes and emergency exit signage</td>
<td>Schedule and coordinates coverage/substitutes, tracks sick leave, vacation and personal days, in collaboration with finance team</td>
<td>Order school and recruitment promotional materials, such as banners, giveaways and school-wide collateral</td>
<td>Purchases and tracks all supplies, materials and assets</td>
<td>Coordinate with after school team or vendor, if applicable, to ensure operational systems are aligned with the school’s processes of CMO and/or school(s)</td>
<td>Manage student transportation via bus and other modes of transportation for arrival, dismissal and field trips</td>
<td>Register and prepare team for job fairs, assist to schedule candidate phone and in-person interviews</td>
</tr>
<tr>
<td>Ensure content of student information is accurate and is organized and filed as required by State law</td>
<td>Ensure parents fill out forms to determine Free, Reduced or Full Priced Status for meals and communicates percentages to Business Leader for related funding streams (Title I, E-Rate)</td>
<td>Ensure in tracking facility needs (lighting, repairs in rooms, clean up of bodily fluids)</td>
<td>Serve as back-up to administer weekly staff communication for new information and upcoming events</td>
<td>Oversees printing and distribution of student and family handbooks annually</td>
<td>Supports and tracks classroom and school-wide libraries</td>
<td>Coordinate field trip protocol in collaboration with academic staff, transportation vendor, school food and the school nurse</td>
<td>Ensures student transportation schedule is aligned with school calendar</td>
<td>Assist in scheduling school tours for candidates</td>
</tr>
<tr>
<td>Collect and file student records</td>
<td>Produces meal invoices and collects payment from parents (decide if time spent is worthwhile)</td>
<td>Manages daily mode changes for students whose usual mode of transportation is different from usual</td>
<td>Collaborate with operations team to inform custodian, security guard, school food staff and others support staff of school-wide events and program changes</td>
<td>Oversees meal counts to appropriate state authorities for reimbursement for meals and communicates/transfers related information to Business Leader</td>
<td>Handles logistics related to returning supplies, materials and assets purchased in error or damaged in transit</td>
<td>Develop field trip protocol in collaboration with academic staff, transportation vendor, school food and the school nurse</td>
<td>Ensures student transportation schedule is aligned with school calendar</td>
<td>Assist in posting job descriptions or data-entry into automated cloud-based HR platforms</td>
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<tr>
<td>Support academic data entry by teachers for report cards</td>
<td>Ensures meal distribution/tracking and oversees rotating staff members in cafeteria with support of leadership team</td>
<td>Coordinate sales of uniforms and school t-shirts (decide if school will resell uniforms)</td>
<td>Collaborate with operations team to inform custodian, security guard, school food staff and others support staff of school-wide events and program changes</td>
<td>Reports meal counts to appropriate state authorities for reimbursement for meals and communicates/transfers related information to Business Leader</td>
<td>Handles all shipping/receiving responsibilities including UPS, FedEx, Messenger Service and Postage Meter (if applicable)</td>
<td>Coordinate sales of uniforms and school t-shirts (decide if school will resell uniforms)</td>
<td>Coordinates process of late passes, bathroom passes and any other authorized student movement within building (Nurse, Library, Principal, etc.)</td>
<td>Assist in inserting job descriptions or data-entry into automated cloud-based HR platforms</td>
</tr>
<tr>
<td>Manage/track attendance and lateness of students</td>
<td>Ensures compliance with health standards, as it pertains to food services</td>
<td>Administer annual parent survey and attempt highest completion rate as possible, compiles statistics and files all surveys (important for charter renewal)</td>
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<tr>
<td><strong>STUDENT ENROLLMENT</strong></td>
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<td>Support student recruiting process including outreach and tours for parents</td>
<td>Manage school nutrition program, including managing staff and vendor (if applicable) for breakfast, lunch, and/or snack</td>
<td>Communicate quick building needs to facility team, maintain employee mailboxes, room signs, hallway passes and emergency exit signage</td>
<td>Schedule and coordinates coverage/substitutes, tracks sick leave, vacation and personal days, in collaboration with finance team</td>
<td>Order school and recruitment promotional materials, such as banners, giveaways and school-wide collateral</td>
<td>Purchases and tracks all supplies, materials and assets</td>
<td>Coordinate with after school team or vendor, if applicable, to ensure operational systems are aligned with the school’s processes of CMO and/or school(s)</td>
<td>Manage student transportation via bus and other modes of transportation for arrival, dismissal and field trips</td>
<td>Register and prepare team for job fairs, assist to schedule candidate phone and in-person interviews</td>
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<td>Maintain student waiting list according to State law; receives and organizes applications</td>
<td>Ensure parents fill out forms to determine Free, Reduced or Full Priced Status for meals and communicates percentages to Business Leader for related funding streams (Title I, E-Rate)</td>
<td>Ensure in tracking facility needs (lighting, repairs in rooms, clean up of bodily fluids)</td>
<td>Serve as back-up to administer weekly staff communication for new information and upcoming events</td>
<td>Oversees printing and distribution of student and family handbooks annually</td>
<td>Supports and tracks classroom and school-wide libraries</td>
<td>Coordinate field trip protocol in collaboration with academic staff, transportation vendor, school food and the school nurse</td>
<td>Ensures student transportation schedule is aligned with school calendar</td>
<td>Assist in scheduling school tours for candidates</td>
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<td>Assist to ensure new student lottery is run in compliance with law, works with Operations Director to document process followed by an impartial party (Auditor/Board Member)</td>
<td>Produces meal invoices and collects payment from parents (decide if time spent is worthwhile)</td>
<td>Manages daily mode changes for students whose usual mode of transportation is different from usual</td>
<td>Collaborate with operations team to inform custodian, security guard, school food staff and others support staff of school-wide events and program changes</td>
<td>Oversees meal counts to appropriate state authorities for reimbursement for meals and communicates/transfers related information to Business Leader</td>
<td>Handles logistics related to returning supplies, materials and assets purchased in error or damaged in transit</td>
<td>Develop field trip protocol in collaboration with academic staff, transportation vendor, school food and the school nurse</td>
<td>Ensures student transportation schedule is aligned with school calendar</td>
<td>Assist in posting job descriptions or data-entry into automated cloud-based HR platforms</td>
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<td>Transmits student transfer/withdrawal paperwork to and/or from student’s former or current school</td>
<td>Ensures meal distribution/tracking and oversees rotating staff members in cafeteria with support of leadership team</td>
<td>Coordinate sales of uniforms and school t-shirts (decide if school will resell uniforms)</td>
<td>Collaborate with operations team to inform custodian, security guard, school food staff and others support staff of school-wide events and program changes</td>
<td>Reports meal counts to appropriate state authorities for reimbursement for meals and communicates/transfers related information to Business Leader</td>
<td>Handles all shipping/receiving responsibilities including UPS, FedEx, Messenger Service and Postage Meter (if applicable)</td>
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<td>Register and prepare team for job fairs, assist to schedule candidate phone and in-person interviews</td>
<td>Manage school nutrition program, including managing staff and vendor (if applicable) for breakfast, lunch, and/or snack</td>
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<td>Assist in scheduling school tours for candidates</td>
<td>Ensure parents fill out forms to determine Free, Reduced or Full Priced Status for meals and communicates percentages to Business Leader for related funding streams (Title I, E-Rate)</td>
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</tbody>
</table>

*Fill in initials of person responsible in each box*
Recommended Responsibilities of a Development Leader

(Director of Development, Development Manager)

<table>
<thead>
<tr>
<th>GOAL SETTING/PLANNING</th>
<th>INDIVIDUAL GIVING</th>
<th>INSTITUTIONAL GIVING</th>
<th>ANNUAL REPORT</th>
<th>REPORTING/ADMIN</th>
<th>MARKETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determines annual and long-term funding needs for the network and/or school(s) with the leadership team and Board of Trustees</td>
<td>Identifies potential major donors and develops personalized strategy for each</td>
<td>Prepares all required letters, proposals, budgets and applications for requests submitted to foundations, corporations and government agencies</td>
<td>Reviews posted Annual Report procedures and convey information required to school leader and operations team</td>
<td>Maintains the donor database</td>
<td>Manage marketing vendor or materials and update external marketing content</td>
</tr>
<tr>
<td>Sets annual development goals in collaboration with the leadership team and Board of Trustees</td>
<td>Cultivates, solicits and stewards major donors and major donor prospects</td>
<td>Researches and maintains an active list of foundation and corporate prospects</td>
<td>Drafts narrative responses in collaboration with instructional leaders</td>
<td>Prepares monthly reports for the Board of Trustees and leadership team</td>
<td>Manage website design and content through consultant</td>
</tr>
<tr>
<td>Develops an annual tactical development plan in line with the annual budget and strategic plan</td>
<td>Generates targeted annual appeal lists through donor and prospect lists and Board/staff contact lists</td>
<td>Arranges and attends site visits and meetings with foundation and corporate representatives and government officials</td>
<td>Coordinates efforts to gather data and complete all required financial, HR and operations forms</td>
<td>Supports the school’s finance team with financial management of contributed income</td>
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</tr>
<tr>
<td>Develops an annual development calendar</td>
<td>Designs and writes compelling appeal materials and manages the mailing process</td>
<td>Provides timely narrative and financial reports for institutional donors</td>
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<tr>
<td>Continually monitors plan and calendar to meet goals and adjust as needed</td>
<td>Tracks appeal results and generates comparative reports</td>
<td>BOARD RELATIONS</td>
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<td>Meets regularly with Trustees to discuss their participation in development efforts</td>
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<td>Manage website design and content through consultant</td>
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<tr>
<td>EVENT PLANNING</td>
<td>COMMUNICATIONS</td>
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<tr>
<td>Collaborates with the Board and leadership team to conceptualize event(s), establish goals, and creates planning committee</td>
<td>Develops a school communications strategy to promote visibility and donor engagement</td>
<td>Assists the development committee chair with preparations for monthly Board meetings</td>
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<tr>
<td>Determines date, location, budget and ticket pricing</td>
<td>Maintains an active social media presence</td>
<td>Maintains current contact lists for each Trustee</td>
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<tr>
<td>Develops and maintains an event workplan to organize, prioritize and assign all event-related tasks</td>
<td>Provides website content for the network and/or school(s)</td>
<td>Provides support and materials for Trustees with personal solicitations to contacts</td>
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</tr>
<tr>
<td>Coordinates the efforts of the event planning committee</td>
<td>Prepares regularly occurring newsletters, blogs and/or reports</td>
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<tr>
<td>Completes all required committee debriefs, acknowledgements, reports, etc.</td>
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</tbody>
</table>

*Fill in initials of person responsible in each box*