



## Major Central Office Functions

In general, charter school operators must independently manage all of the functions that have traditionally been divided between a school district and the schools within its boundaries. Below is a list of those functions.

- Governance: Includes board training & cultivation; policy setting; succession planning & process; governance oversight; and fundraising.
- Leadership: Includes mission stewardship & goal setting; performance management; team building & value-setting; staff recruitment & development; strategic planning & oversight of growth.
- Organizational / Personnel Management: Includes personnel oversight; workload management; employee contract negotiation, hiring, and termination.
- Institutional Planning / Advancement: Includes strategic planning, partnerships & initiatives; fundraising & grant-writing; donor reporting & accountability; board development, etc.
- Authorizer Relations: Includes authorizer accountability; compliance; charter contract negotiation; authorizer relationship management; and charter renewal.
- Finance: Includes business administration; growth planning; budgeting; accounting; auditing; and vendor purchasing.
- Operations: Includes transportation; food service; vending machines; uniform provision; extracurricular fees and supplies; etc.
- Facilities: Includes real estate investment; facilities acquisition; facilities development; initial & ongoing financing; building cleaning & maintenance.
- Marketing: Includes student recruitment & enrollment; family relations; public relations; targeted advocacy; and branding.
- Registrar: Includes family admissions; student enrollment & record transfer; record-keeping and student information management.
- Human Resources: Includes employee outreach & recruitment; personnel compensation & benefits; personnel evaluation; employee contract negotiation; and compensation planning.

- Professional Development: Includes initial staff training & orientation as well as ongoing training & support, including staff planning time, conferences, continuing education, coordination of trainers, etc. In many charter schools, this is a broad-ranging program that provides support for teachers to develop professionally; pursue continuing education; learn standards and curriculum; prepare lessons; and receive coaching on instructional delivery.
- Standards Adoption & Alignment: Many charter schools use sets of standards required by their district and/or state as well as adopted from national sources as the basis for developing and aligning academic programs and instructional delivery. Standards alignment, integration, and monitoring can be ongoing.
- Student Assessment: Includes design, development and administration of student assessments, including nationally normed, state criterion-referenced, interim, diagnostic, and authentic assessment.
- Curriculum / Scope & Sequence: Most charter schools design their curricular framework around standards, off-the-shelf academic programs, textbooks, and/or project topics & content. Developing the school-wide curricular framework into a scope and sequence that can be delivered through coursework can be ongoing.
- Lesson Planning / Management: Charter schools have various ways of organizing curriculum into “classroom delivery units.” In many schools, there is a system whereby academic leaders (principals, department heads, etc.) approve lesson plans that teachers develop in advance of use. Such systems ensure that teachers are well-prepared to deliver lessons that provide students with desired content.
- Instructional Delivery: Charter schools have different preferred methods for delivering instruction, including but not limited to teacher-directed lecture and/or presentation, individual instruction, student-led presentations and/or discussion, project-based learning, small group instruction, and field study.
- Student Affairs: Including student life & discipline; community services & internships, college preparation & application; career development & placement.
- Performance Management: System-wide analysis of primary performance indicators; satisfaction survey development & administration; authorizer, board and donor reporting.