

consideration, although the way the mission is expressed and articulated should be reviewed periodically to ensure it is communicating the central aims of the school accurately and unambiguously in the context of a rapidly changing world. The mission statement is usually supported by the vision statement and the school's strategic vision (all of which are discussed in chapter 5).

2. *Selecting, appointing, supporting and evaluating the Head of School.* Appointing the Head of School is arguably the most important decision that any school board ever makes, because the Head is the means through which board policies are communicated to the faculty and staff, and implemented by them. The board's special relationship with the Head is discussed fully in chapter 6.
3. *Providing the resources required by the school to function effectively.* The board has the responsibility to maintain (and if possible, enhance) the school's financial viability. This in turn requires that an appropriate balance be maintained between income and expenditure, and that resources are allocated to areas of greatest need as determined by the mission and vision statements. The board achieves these ends through prudent oversight of the annual budget and regular reviews of financial data. The board's financial obligations are discussed fully in chapter 11.
4. *Taking the responsibility to ensuring that the school complies with all applicable legal regulations and statutes.* Although most of the operational work to ensure legal compliance is undertaken by the school's administration, it is the board's responsibility to ensure that this is done effectively by exercising due diligence and oversight. This aspect of the board's role is discussed in detail in chapter 11.
5. *Establishing general policies in areas that affect the school's viability, reputation and direction.* Quite different from operational policies, which are the prerogative of the school's management, board policies cover areas such as finances (including fundraising), fees (including fees assistance), admissions (including any criteria for student selection), employee welfare and relations, and so on. Board policies are discussed in detail in chapter 10.
6. *Managing the board's own business.* The board has a responsibility to conduct its affairs in accordance with its prescribed structures and policies, including the election of trustees and their evaluation, the election of the Chair and other officers, the conduct of meetings in accordance to sound practice, and ensuring that by-laws are respected and reviewed regularly. Management of the board's own operations is discussed in detail in chapters 7 to 12.