

HARARE INTERNATIONAL SCHOOL

Board of Governors Practices of Good Governance



Harare International School Board of Governors

The Board of Governors at Harare International School consists of five elected members and two US Embassy-appointed members. The Board itself may appoint up to two additional members if needed to fulfill its responsibilities to the School. The Board is bound by these Practices of Good Governance both for the Board as a whole, and for the individual members of the Board.

Practices of Good Governance for the Board as a Whole

The principal duties of the Board of Governors for Harare International School are to set and oversee the strategic direction of the School through adherence to the Vision and Mission statements, and the development of effective governance strategies that evolve with the needs of the School and the Board. To achieve this, the Board is governed by the following principles.

I. With regard to the School, it is the Board's responsibility to:

- A. Establish and support a clear statement of vision, mission and strategy in conjunction with the School Director, and to review these on a regular basis;
- B. Commit to acting at all times in the long-term best interest of the School to ensure that the School exists for the next generation of students;
- C. Enact and maintain strategic policies that support the vision, mission and strategies;
- D. Ensure financial viability by overseeing sustainable operating and capital budgets, monitoring the school's financial management practices and undertaking prudent investment in maintenance of and replacement of capital assets;
- E. Select and nurture the Director, provide him/her personal and policy support and conduct a yearly performance evaluation, based on previously agreed upon goals and annual actions to achieve those goals. If necessary, make the decision to dismiss the Director.

All other duties are the responsibility of the School Director, and by extension the Leadership Team overseen by him/her.

II. With regard to its own governance, it is the Board's responsibility to:

- A. Keep full and accurate records of its Board and Committee meetings;
- B. Ensure transparency through effective communication with Association members;
- C. Set annual goals and the required actions to achieve those goals, and conduct an evaluation of the Board's performance against those goals;
- D. Encourage participation by the school community with the expertise and perspectives needed to support the Board's responsibilities to the School;
- E. Enhance the Board's effectiveness by providing appropriate orientation for new Board members, offering ongoing education relating both to the

challenges confronting the School and to the successful operation of the Board, and engage in effective Board leadership succession planning.

Practices of the Good Governance for Individual Board Members

Each member of the Harare International School Board of Governors recognizes that she or he has a duty to behave in a manner that reflects positively on the School, to contribute to the effective operation of the Board, and to recognize that management and operational issues are the responsibility of the Director and, by extension, the Leadership Team.

I. With regard to public conduct, a good Board Member:

- A. Actively supports the Director of the School and the School's vision, mission and strategies;
- B. Guards against conflict of interest, whether business-related or personal;
- C. Once decisions are taken, accepts and backs Board decisions;
- D. Is committed to observing and promoting the highest standards of ethical conduct and exhibits loyalty to the School.

II. With regard to Board business, a good Board Member:

- A. Prepares for and participates in all meetings and ensures their success by reading all materials distributed in advance of meetings;
- B. Makes positive contributions to discussions by:
 - a. Listening to other participants
 - b. Asking questions for clarification
 - c. Providing a constructive challenge function
 - d. Demonstrating respect for divergent opinions
 - e. Seeking to understand all points of view
 - f. Aligning deliberations with the agenda
- C. Respects Board confidentiality requirements.

III. With regard to the operation of the School, a good Board Member;

- A. Recognizes that the Board sets policy, and leaves its implementation to the Director and, by extension, the Leadership Team;
- B. Understands that authority is vested in the full Board, and that a member of the board must refrain from exerting individual influence;
- C. Is informed of, but does not become involved in day-to-day management, personnel matters, curricular implementation or assessment issues;
- D. Separates the needs of the School from those of a particular child;
- E. Supports the procedural structure of communication by encouraging parents to discuss classroom issues or concerns first with their child's teacher, then the appropriate Principal if necessary, and finally with the Director if the issue remains unresolved by the Principal or pertains to the school as a whole.