**KEY FUNCTIONS**

**A. LEADERSHIP**: An effective treasurer, in collaboration with the district superintendent and the board of education, develops, implements and monitors policies and procedures based on sound fiscal practices and analysis of the financial resources that support the district’s strategic plan for achieving its goals. The treasurer is an integral member of the district leadership team and strives to maintain an effective working relationship with the superintendent and the board of education.

The treasurer works with stakeholders to ascertain a reasonable long-term view of the fiscal stability of the school district and uses financial data to make informed decisions. When called upon, the treasurer must use these same skills to propose options to respond to a changing fiscal reality in the short term.

The treasurer provides oversight of personnel under their direct supervision and monitors the fiscal resources and financial data of the district. The treasurer regularly informs the district leadership team and board of education of the district’s financial position and its sustainability and potential impact on instructional programs and personnel.

*Elements*:

1. Participates as an integral member of the district leadership team.
2. Works with the district superintendent and board of education, with input from other stakeholders, to review, develop, align and implement policies and procedures.
3. Participates with the district superintendent and the board of education in the development and implementation of the district strategic plan.
4. Establishes and manages sound fiscal practices to support the educational process.
5. Supports the effective use of data.
6. Responsible for providing leadership to treasurer’s office employees in establishing a culture of trust, efficiency and high ethical standards.

ADD ELEMENTS SPECIFIC TO YOUR DISTRICT AND POSITION:

**B**. **FINANCIAL MANAGEMENT**: The school treasurer demonstrates a clear understanding of financial resources and manages those resources in collaboration with the board of education and district leadership.

An effective treasurer must know and be able to demonstrate the principles associated with school finance, budgeting, financial planning, accounting, auditing, financial reporting, cash management, investments, debt management, grant management and the technology to maintain the efficient financial operations of the school district. The treasurer is responsible for maintaining the public trust in the financial integrity of the school district by following and complying with acceptable financial accounting, auditing and reporting procedures. The treasurer also must comply with state and federal laws governing school finances.

Another essential role of the treasurer is to assist the district leadership with future planning by forecasting income and expenditures to meet the district’s strategic plan. Therefore, the treasurer must remain knowledgeable of district contracts, bargaining agreements and program changes. The treasurer is regularly and systematically collecting and analyzing the financial data of the district as conditions change by employing current technology and software.

The treasurer serves on the district records commission and must comply with applicable Ohio public records laws.

*Elements*:

1. Collects, analyzes and interprets financial data for budgeting, forecasting and decision-making.
2. Effectively manages district financial accounts including cash, budgetary, debt service, revenue and grant management.
3. Demonstrates knowledge, performance and accuracy of standard accounting practices, auditing procedures and accurate financial reporting.
4. Demonstrates knowledge of and compliance with state and federal laws.
5. Provides key data to the board of education’s negotiating team.
6. Executes depository contracts with eligible banking institutions through established legal procedures consistent with the Uniform Depository Act.

Options – PLEASE CHECK ELEMENTS SPECIFIC TO YOUR DISTRICT.

* Responsible for all deposits of public funds of the school district.
* Certifies and encumbers funds for all purchases and requisitions for supplies and services.
* Responsible for receiving all invoices, matching with purchase orders receiving documents and payments.
* Maintenance of a complete and systematic set of financial records in accordance with State of Ohio Statute and the Auditor of the State of Ohio.
* Responsible for the preparation of warrants (checks), recording of disbursements and all records related to school district funds.
* Responsible for efficient operation of payroll functions to ensure proper personnel records, maintenance of employee absences, retirement, leave records and benefits.
* Responsible for maintaining a system of internal controls to safeguard school district assets in compliance with state and federal requirements.
* Administers the school district policy on a student’s tuition invoicing and collection.
* Serves as official custodian of fiscal records of all federal, state, local and foundation grant programs.
* Renders a monthly financial report to the board of education.
* Exercises authorized investment methods for protection of cash at a reasonable investment return and provides for the safe keeping of invested funds and securities.
* Administers, prepares, monitors and distributes invoices for the collection of school district monies.
* In cooperation with the superintendent and/or designee, develops, presents and files tax budget, annual budget, appropriation resolution and spending plan.
* Prepares paperwork necessary for filing operating and bond issues with the board of elections and county auditor.
* Prepares Five Year Forecast with reasonable, clear assumptions for the superintendent’s and board of education’s review and file that plan with the Department of Education.

ADD ELEMENTS SPECIFIC TO YOUR DISTRICT AND POSITION:

**C. FACILITIES, PROPERTY AND CAPITAL ASSET MANAGEMENT:** The school treasurer provides fiscal leadership in the management of capital assets and support services. An effective treasurer oversees the capital assets and services of the school district including the property, buildings, materials and equipment that require a systematic purchasing and maintenance system. Facilities, property and maintenance systems and services have a direct impact on the learning process and student achievement; therefore, the treasurer develops and implements an effective and efficient facilities and property plan that includes the procedures to acquire and maintain products and services needed for the district.

The treasurer monitors district operations by systematically and regularly reviewing costs and reports that include, but are not limited to, labor, purchasing and inventory, government subsidies, maintenance, utilities, technology and replacement and security of assets. The treasurer also is responsible for the disposal of district property.

The treasurer participates with the leadership team on the oversight of district construction projects. Specifically, the treasurer oversees compliance with the financial policies and procedures related to district construction projects. The treasurer supervises debt, bonds and other financial instruments related to construction and operations of the district facilities and services.

The treasurer regularly reviews insurance coverage and risk associated with district operations and services.

*Elements*:

1. Acquires and maintains building and capital assets.
2. Secures financing for capital projects.
3. Develops and monitors risk management practices to protect capital assets.
4. Provides financial oversight and analysis of fiscal implications to district support services.
5. Maintains a system of controls for inventory of equipment and physical assets.
6. Prepares necessary paperwork for the filing of bond and operating levies with the auditor and board of elections.
7. Prepares necessary information needed for decision-making of operating and bond levies.

ADD ELEMENTS SPECIFIC TO YOUR DISTRICT AND POSITION:

**D. COMMUNICATION AND COLLABORATION**: The school treasurer communicates and collaborates effectively with the board of education, district leadership and stakeholders.

The effective treasurer values communication with all stakeholders. Particularly, the treasurer has procedures in place to facilitate regular and direct communication and collaboration with the school superintendent and board of education. The treasurer establishes and values communication with school personnel and other engaged external stakeholders to communicate the district’s strategic plan and collaborate to achieve the district’s financial objectives and goals.

The treasurer is able to communicate financial information in multiple formats using a variety of communication technologies.

*Elements*:

1. Demonstrates competence in the communication of financial reports to all stakeholders.
2. Communicates effectively and openly while demonstrating a willingness to collaborate with internal stakeholders and external stakeholders including media.
3. Responsible for providing support for external and internal auditing processes.
4. Responsible for ensuring the actions of the Board are completed and any necessary filings are executed in the areas that include but are not limited to; employment, levy and bond issues and notifications to other entities of the board’s actions.

ADD ELEMENTS SPECIFIC TO YOUR DISTRICT AND POSITION:

**E. PROFESSIONALISM**: The school treasurer is committed to a high level of professionalism in their conduct and adheres to established ethical standards.

The effective treasurer is a professional who recognizes they are in a unique position to influence the strategic plan of a school district and the students that it serves. The treasurer practices the highest standards of integrity, honesty and fairness.

The treasurer remains vigilant and current with local, state and federal compliance laws, rules and regulations.

The treasurer continues to expand their knowledge and skills and is committed to lifelong learning, continuous professional development and advocacy for the improvement of fiscal laws and regulations through their participation in local, state and federal professional organizations.

*Elements*:

1. Understands, upholds and complies with professional ethics, including the Licensure Code of Professional Conduct for Ohio Educators (LCPCOE) and the Ohio Ethics Laws.
2. Models and expects fairness, honesty and consistency in the performance of duties.
3. Maintains compliance with applicable local, state and federal laws, rules and regulations and district policies and procedures.
4. Maintains a strong commitment to professional development.
5. Collaborates with peers for the advancement of the profession.

Options – Please check elements specific to your district:

* Furnishes a bond sufficient for the board of education’s approval.
* Attends all board of education meetings and special meetings as requested.
* Takes and maintains minutes of the board of education meetings, prepares and distributes the minutes of each meeting.
* Provides and shares with the administrative staff the responsibility for counseling staff members in the area of insurance benefits, retirement provisions, local tax laws, provisions of sick leave policy and other pertinent information concerning fringe benefits provided by the board of education.
* Engages in a rigorous evaluation process that provides regular systemic input on job performance.
* Conducts other duties related to the treasurer’s responsibilities as assigned by the board of education or as prescribed by law.

ADD ELEMENTS SPECIFIC TO YOUR DISTRICT AND POSITION:

**QUALIFICATIONS**:

Possess a treasurer’s license.

**WORKING CONDITIONS**: To be determined: based on local expectations

Adopted:

Revised:

Reviewed:

**Five Treasurer Standards:** Leadership; Financial Management; Facilities, Property and Capital Asset Management; Communication and Collaboration; Professionalism

**IDENTIFY TREASURER PERFORMANCE OBJECTIVES** (Agreed-upon by board of education and Treasurer)

|  |  |  |  |
| --- | --- | --- | --- |
| District Goal | Specific Work  Objectives/Strategies to meet Goal | Related Standards | Timeline for Start/Completion |
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**Five Treasurer Standards:** Leadership; Financial Management; Facilities, Property and Capital Asset Management; Communication and Collaboration; Professionalism

**TREASURER WORK PLANS** (To be completed by treasurer – one or more objectives per district goal)

District Goal:

|  |  |  |  |
| --- | --- | --- | --- |
| Specific Objective/Strategy | Action Steps  Capacity Considerations  (fiscal, human, time or material resources needed) | Names of people/groups responsible  Monitoring Process  (Reporting and feedback process that will be used to discuss progress made toward objectives) | Timeline for Start/Completion  Evaluation Criteria  (Evidence on which to base progress) |
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**Five Treasurer Standards:** Leadership; Financial Management; Facilities, Property and Capital Asset Management; Communication and Collaboration; Professionalism

**CONDUCT FORMATIVE ASSESSMENT(S)** (Based on standards and Treasurer objectives)

**CONDUCT SUMMATIVE ASSESSMENT** (Based on objectives progress)

|  |  |  |
| --- | --- | --- |
| Objectives | Treasurer evidence of progress/reflections/comments | Board response and recommendations |
|  | Formative – Mid-year | Formative – Mid-year |
|  |  |  |
|  | Summative – End of year | Summative – End of year |
|  |  |  |

**TREASURER FINAL EVALUATION** (This page is public record and should be placed in the employee file)

**Treasurer: School District: Academic Year:**

|  |
| --- |
| **Board of Education Recommendations and Commendations** |
| **Summary of annual progress tied to District Goals, Objectives and Treasurer Standards**  **Board President or designee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Treasurer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |