

	Governmental Fund Accounting/Reporting	School Law and Organization	Budgeting and Planning	Human Resources	Finance	Purchasing	Payroll Administration	State & Subsidies	Controlling Insurance Costs	Taxation	Leadership; Management and Supervision	Acillary Service "Elements" Programs
<b>THE EDUCATIONAL ENTERPRISE</b>												
<b>A. Organization and Administration</b>												
The school business official understands and demonstrates the ability to:												
- Identify and apply various organizational leadership models												
- Identify techniques for motivating others, delegating authority, decision making, information processing, planning, and allocating resources												
- Examine methods of assigning personnel and resources to accomplish specific goals and objectives and to utilize scheduling techniques for the coordination of tasks to maximize personnel and resource utilization												
-Develop skills in identifying problems, securing relevant information, and recognizing possible causes of conflict												
-Develop skills in questioning techniques, fact-finding, categorizing information, and retention of relevant data												
-Apply concepts of change, group dynamics, interpersonal relationships, and effective problem solving												
-Delegate and assign responsibilities to subordinates; collect, analyze, and evaluate information to generate contingency plans; and apply basic concepts of organizational development												
<b>B. Public Policy and Intergovernment Relations</b>												
The school business official understands and demonstrates the ability to:												
-Develop and apply the policies and roles of local boards of education, state/provincial educational authorities, state/provincial legislatures, and the federal government												
-Identify the role of special interest groups (public and private) within a school district and their ability to influence those who approve district policy												

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-Analyze the political and legislative process as it relates to local board elections, municipal governments, state/provincial legislatures, and other local governmental jurisdictions												
-Use the skills necessary to interpret and evaluate local school board policies and administrative procedures to ensure consistent application in the daily operation of the school district												
<b>C. Legal Issues</b>												
The school business official understands and demonstrates the ability to:												
-Identify the state/provincial and federal constitutional rights that apply to individuals within the public education system												
-Review and analyze appropriate statutory and constitutional authority regarding the administration of public schools												
-Review and analyze significant statutory and case law relative to financial resource management, human resource management, facility management, property management acquisition, information management including freedom of information and protection of privacy, and management of ancillary services												
-Apply personal "values clarification" and "ethical performance" as it relates to the entire profession of school business administration												
<b>FINANCIAL RESOURCE MANAGEMENT</b>												
<b>A. Principles of School Finance</b>												
The school business official understands and demonstrates the ability to:												
-Apply economic and financial markets/theories												
-Recognize and forecast the major sources of revenue available to public schools from local, state/provincial, and federal levels of government												
-Interpret the state/provincial funding model												

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-Analyze the impact of shifts in local, state/provincial, and federal funding and the effect on local spending plans												
-Apply multiple techniques for identifying expenditures across cost centers and programs												
-Explore alternative and innovative revenue sources												
-Recognize and analyze significant social, demographic, and economic changes that may impact the financial plan of the district												
<b>B. Budgeting and Financial Planning</b>												
The school business official understands and demonstrates the ability to:												
-Prepare a budget calendar to meet the time constraints of budget preparation												
-Use multiple approaches to determine reliable enrollment and personnel projections												
-Forecast anticipated expenditures by program												
-Identify various methods of budget analysis and management												
-Apply statistical process control techniques for budgetary analysis												
-Apply the legal requirements for budget adoption												
-Prepare revenue projections and estimates of expenditures for school sites and district-wide budgets												
-Recognize and explain internal and external influences on the budget												
-Maximize state/provincial/federal aids for the district												
-Communicate the relationship between programs, revenues, and appropriations of the school district to the stakeholders												
-Develop multi-year budgets the serve as a communications tool for the stakeholders												
-Develop a financial model to monitor a school district's financial health												

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<b>C. Accounting, Auditing, and Financial Reporting</b>												
The school business official understands and demonstrates the ability to:												
-Use an internal and external auditor												
-Establish and verify compliance with finance-related legal and contractual provisions												
-Communicate the relationship between programs, revenues, and appropriations of the school district to the stakeholders												
-Prepare, analyze, and report financial statements and support documents to the board of education periodically												
-Use information conveyed in the annual audit report to improve financial tracking and reporting and internal controls												
-Apply concepts and standards of accounting, the Governmental Accounting Standards Board (GASB), and generally accepted accounting principals (GAAP), along with other standards applicable to a school district												
-Report the financial status of the district to the appropriate state/provincial agency												
<b>D. Cash, Management, Investments, and Debt Management</b>												
The school business official understands and demonstrates the ability to:												
-Select professional advisors/contractors such as bond counsel, rating agencies, financial advisors, and underwriters												
-Use lease purchasing and partner with other jurisdictions such as: municipalities, counties, and other school districts												
-Develop specifications for the selection of banking and other financial services												
-Apply concept of compensating balances												
-Comprehend procedures and legal constraints for cash collection and disbursement												
-Calculate the yields and understand the risks on various investment options available to a school district												
-Apply various methods of cash forecasting												
-Apply appropriate types of short-term debt financing instruments available to school districts												

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-Analyze the legal constraints and methods of issuing long-term general obligation bonds including the bond rating process and the role of the bonding attorney and rating services												
-Prepare a cash flow analysis, including a fund balance report, for the board of education												
<b>E. Technology for School Finance Operations</b>												
The school business official understands and demonstrates the ability to:												Elements of Management Information Systems
-Keep current with technology applications and programs												
-Assess the district's needs related to available budget dollars for technology												
-Ensure that the district technology plan is designed to meet the district's goals												
-Develop an operational plan to meet the district's financial goals and objectives												
-Apply economic and financial markets/theories												
-Recognize and forecast the major sources of revenue available to public schools from local, state/provincial, and federal levels of government												
-Interpret the state/provincial funding model												
-Analyze the impact of shifts in local, state/provincial, and federal funding and the effect on local spending plans												
Apply multiple techniques for identifying expenditures across cost centers and programs												
-Explore alternative and innovative revenue sources												
-Recognize and analyze significant social, demographic, and economic changes that may impact the financial plan of the district												

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<b>HUMAN RESOURCE MANAGEMENT</b>												
<b>A. Personnel and Benefits Administration</b>												
The school business official understands and demonstrates the ability to:												
-Coordinate the development and management of an appropriate personnel information management database providing seamless integration with payroll and other school district functions												
-Manage and continually evaluate the effectiveness of the school district's payroll operations												
-Administer employment agreements including interpreting contract provisions, and grievance procedures												
-Research and explain various compensation arrangements including salaries and wages, employee health care benefit programs, and retirement options												
-Coordinate the procedures for termination of employment including the concept of "due process"; and an awareness of the procedures, usually governed by collective agreements, with respect to reduction in work force												
<b>B. Professional Development</b>												
The school business official understands and demonstrates the ability to:												
-Identify areas and needs for professional development												
-Build a professional development, supervision, and evaluation system, based primarily on adult motivation research, to improve the performance of staff members and to assist staff in meeting the educational objectives of the school district												
-Identify appropriate procedures for the management and evaluation of professional development programs												
-Involve school district staff in determining their professional development needs that can significantly enhance the effectiveness of employee training and development programs												

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<b>C. Labor Relations and Employment Agreements</b>												
The school business official understands and demonstrates the ability to:												
- Analyze jurisdictional, state/provincial, and federal laws and regulations with respect to employment agreements												
-Develop and analyze models for assessing the cost of current salary and employee benefit packages and proposals												
-Analyze current employment agreements and develop comparative reports with local and state/provincial law												
-Review local and state/provincial laws and regulations with respect to impasse procedures such as mediation, voluntary arbitration, and binding arbitration												
<b>D. Human Relations</b>												
-Diagnose, maintain, and when necessary, improve organizational health, morale including increasing focus on employee wellness programs												
-Develop policies and procedures for the management of school district personnel												
-Assist with the processes related to the recruitment, selection, orientation, assignment, evaluation, and termination of school district personnel												
-Develop employee assistance programs and evaluate their impact on the school district's staff morale												
-Identify and implement procedures for conflict resolution and team building to enhance morale and productivity												
-Recognize and promote compliance with standards of ethical behavior and standards for professional conduct applicable to all school district staff												
-Stay current with management theory and leadership styles including concepts of behavioral science, organizational structure theory, developing and maintaining organizational culture, and managing organizational change												

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<b>FACILITY MANAGEMENT</b>												
<b>A. Planning and Construction</b>												
The school business official understands and demonstrates the ability to:												
- Develop a long range facility plan that includes demographic data and serve as an integral member of the planning team												
- Develop a working knowledge of funding sources and issues related to school construction including bond ratings, the rating process, and bond election processes												
- Develop appropriate procedures for selecting architects, engineers, construction managers, and other professionals												
- Apply the steps and procedures involved in developing and using educational specifications for selecting school sites												
- Review the legal and administrative responsibilities for advertising, awarding, and managing construction contracts												
- Recognize the impact of energy and environmental factors on the learning process												
- Meet the requirements of federal and state/provincial agencies regarding construction and renovation of school facilities												
<b>B. Maintenance and Operations</b>												
The school business official understands and demonstrates the ability to:												
- Administer procedures required to keep schools clean, safe, and secure through effective custodial services and preventive maintenance												
- Manage energy consumption and environmental aspects												
- Determine resource allocation for maintenance and operations												
- Develop a crisis management plan												
- Maintain a positive working relationship with staff, contractors, and suppliers												
<b>PROPERTY ACQUISITION AND MANAGEMENT</b>												
<b>A. Purchasing</b>												
The school business official understands and demonstrates the ability to:												
- Apply generally accepted practices and procedures in the purchasing process												
- Administer an integrated electronic management system to maintain the purchasing process												
<b>Elements of Facilities</b>												



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- Formulate bid requirements for specifications, advertisements, and selection												
- Analyze e-procurement issues												
<b>B. Supply and Fixed Asset Management</b>												
The school business official understands and demonstrates the ability to:												
- Develop a system to manage and track inventories and distribution												
- Develop a program for the acquisition, maintenance, repair, and disposal of equipment												
- Develop a system for the financial analysis of life cycle costs and quality control												
- Develop a system to track capital assets												
<b>C. Real Estate Management</b>												
The school business official understands and demonstrates the ability to:												
- Develop procedures for the acquisition and disposal of land and buildings												
- Coordinate with other governmental agencies regarding zoning, land use, and other real estate issues												
- Develop real estate management policies and procedures												
<b>INFORMATION MANAGEMENT</b>												
<b>A. Strategic Planning</b>												
The school business official understands and demonstrates the ability to:												
- Participate in administrative and employee teams in the identification of short- and long-term goals in all aspects of school district activities												
- Assist with the development and communication of a vision of the preferred future of the school district drawing from current research and best practice												
- Assist in the development of a strategic plan that will move the district toward the achievement of its mission and goals												
- Assist in providing "data-sets" required to facilitate the strategic planning process												
- Assist in the implementation, monitoring, evaluation, reporting, and revision of a strategic plan												
<b>B. Instructional Support Program Evaluation</b>												

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The school business official understands and demonstrates the ability to:												
- Apply a practical and research based knowledge of the components and skills to evaluate programs and business services												
- Identify various economic and cost factors inherent in program operation and evaluation												
- Develop and apply procedures for the systematic evaluation of instructional support programs												
- Analyze, develop, and apply various methods of measuring program outcomes and effectiveness												
- Effectively manage a change process when evaluation determines that instructional support programs must be improved												
<b>C. Instructional Program Evaluation</b>												
The school business official understands and demonstrates the ability to:												
- Support the components of the instructional programs within the school district												
- Participate in the planning and implementation of instructional program improvement												
- Analyze the various economic factors associated with the delivery and evaluation of instructional programs												
- Develop procedures for the evaluation and reporting of the cost-effectiveness of instructional programs												

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- Utilize evaluation data toward the development of instructional program changes												
- Effectively participate in the change process when instructional programs must be improved												
- Assist in the direction and facilitation of the allocation of resources within the school district toward the improvement of instructional programs												
- Assist in directing and promoting the allocation of resources for professional development leading to improved instructional programs												
<b>D. Communications</b>												
The school business official understands and demonstrates the ability to:												
- Comprehend effective communication strategies and techniques related to mass and interactive communications (oral, aural, written, and non-verbal)												<b>Elements of Community Relations</b>
- Identify the primary components of public information management and public relations												
- Develop a clear understanding of the major constituencies within the school district												
- Present financial data to various school and community groups both in written, oral, and multi-media formats												
- Assist in the development of a plan for positive school-community relations program for the business office and the school district												
- Assist in the development of procedures for the management of public information programs and departments that relate to school-community relations												

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<b>E. Management Information Systems</b>												
The school business official understands and demonstrates the ability to:												
- Direct or develop management information systems												
- Apply the most current technology to the storage, analysis and communication of data (fax, electronic mail, administrative and educational computer systems, etc)												
- Evaluate the cost benefits of producing information in relation to organizational value												
- Develop a records management system using appropriate technology that complies with all legal requirements												
- Develop an database to facilitate management decisions using current data processing techniques												
- Administrate a computerized management information system												
- Ensure that appropriate data security in maintained												
- Assist in the integration and gathering of information for public relations purposes												
- Assist and coordinate the gathering and reporting of information for required state and federal reports												
- Maintain the historical records archive of the school district												
- Assist in the development and implementation of technology in the business office and the classroom environment												
- Maintain a working knowledge of the technology and software that is available for school and business office use												
- Direct or develop specific plans for secure student and employee access to the Internet												
- Evaluate the cost of Internet access options for the school district												
- Evaluate and apply various technology tools for use in the school and business office												
- Assist in the development of long-range technology planning for the school district												
- Promote and assist in the development of staff training in technology												
- Allocate appropriate resources toward the purchase and installation of technology and technology infrastructures in the business office, the school office, and the classroom												
- Develop appropriate specifications for technology purchasing and technology infrastructure contracting for the school district												
<b>Elements of Management Information Systems</b>												



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<b>C. Food Service</b>												
The school business official understands and demonstrates the ability to:												<b>Elements of Food Service</b>
- Establish procedures for the implementation and operation of the food service program												
- Adhere to the legal requirements of the food service program												
- Monitor the food service program and make adjustments as needed												
- Ensure the management systems for tracking meals and inventories are in place and identify participant status												
- Manage and control inventories and procurement												
- Ensure compliance with required nutritional value is in place												
- Analyze the methods available for providing food service and identify and recommend the most beneficial methods for a given situation												
- Ensure cash handling procedures and effective internal controls												