



CCF Board-Staff Responsibilities

Primary Role of Board Chair

The Board Chair is the leader of the board and the facilitator of effective and productive board meetings. The Board Chair is approachable, objective, and listens actively. They are knowledgeable about CCF and board practices and function as both a coach and a conciliator as needed. The Chair most commonly performs the following functions:

- Serves as the contact point for every board member on board issues.
- Sets goals and objectives for the board and ensures that they are met.
- Creates a purposeful agenda in collaboration with the CEO and runs a productive meeting, engaging each board member in deliberations
- Ensures all board members are involved in committee activities; assigns committee chairs and motivates board members to attend meetings.
- Serves as an advocate for fundraising and friend-raising programs and opportunities.

Primary Role of Board Members

When defining the Board's role, it is important to remember that it refers to the group, not individual board members—the Board functions as a team. Individual board members inherently have no authority or rights over CCF but must assume accountability for their personal actions. The full governing body has these focus areas:

- **Direction:** The Board ensures that CCF's mission, vision, and values are reflected in CCF's programs. The board defines and revises the strategic plan for CCF.
- **Resources:** The Board ensures that CCF is well-equipped to fulfill its purpose; it has adequate finances, a capable staff, and an esteemed reputation. In addition, it maintains a board composition that reflects CCF's strategic needs.
- **Oversight:** The Board monitors the activities, health, and ethical behavior within CCF via an annual audit and fiduciary oversight, ensures progress toward achievement of CCF's goals (via Board book), and conducts the CEO's annual review.
- **Board Operations:** The Board conducts a self-assessment regularly. It monitors the activities of and engagement in committees and task forces and ensures that all policies and plans are periodically reviewed and updated.

Primary Role of Chief Executive Officer (CEO)

- The CEO manages the strategic direction of CCF, keeps the Board informed about programs, activities, and issues, and is responsible for maintaining regular contact with the Board and, particularly, the chair. See the CEO job description for detailed duties.

Primary Role of Staff

- Under the leadership of the CEO, the staff conducts the activities needed to implement the organization's strategic priorities as set in partnership with the Board.

Working Together

The Board’s duties center on its strategic framing and oversight roles. The CEO, on the other hand, is responsible for making things happen with the help of the rest of the staff. However, both sides need each other’s support and availability when requested.

SPECIFIC RESPONSIBILITIES

Oversight	Planning and Evaluation	Finances
<p>Board: <i>Health and Success of CCF</i></p> <ul style="list-style-type: none"> • Drafts and/or approves board policies to guide and protect CCF, board, staff, and the community CCF serves • Monitors all legal requirements to ensure they get proper attention • Hires the CEO and delegates daily operations to them • Expects regular and objective reports from the CEO <p>CEO: <i>Programs and Administration</i></p> <ul style="list-style-type: none"> • Monitors daily operations and ensures appropriate staff and operations policies are in place • Hires staff and delegates operational responsibilities to them • Shares all news, good and bad, with the Board <p>Staff:</p> <ul style="list-style-type: none"> • Completes the work as assigned • Develops program assessment protocols for evaluation and improvement • Manages assigned program initiatives to ensure alignment with the strategic plan 	<p>Board: <i>Strategic Framework for CCF</i></p> <ul style="list-style-type: none"> • Adopts an overall strategic mindset, focusing on the big issues that matter most • Actively participates in strategic sessions and retreats • Annually evaluates the performance of the CEO and determines appropriate compensation • Evaluates its own performance regularly—at least every two to three years • Assesses CCF’s achievement of its goals via the Board book <p>CEO: <i>Strategic and Operational Plans</i></p> <ul style="list-style-type: none"> • Ensures that strategic planning happens with the Board’s appropriate involvement • Leads operational planning and approves the work plans for the staff • Ensures that a process for staff performance exists, approves staff compensation, and evaluates their own performance <p>Staff:</p> <ul style="list-style-type: none"> • Creates and manages work plans for assigned programs • Leads and manages direct reports as assigned • Provides input to the CEO on programs and initiatives 	<p>Board: <i>Fiduciary Duty</i></p> <ul style="list-style-type: none"> • Makes sure adequate financial expertise is present on the board • Sets overall fiscal policies and ensures appropriate internal controls • Approves the annual budget and carefully monitors the financial reports • Hires an auditor and reviews the audit in an executive session with the auditor • Engages in a personally appropriate level in fundraising and friend raising programs and activities. <p>CEO: <i>Financial Management</i></p> <ul style="list-style-type: none"> • With the help of the financial staff, prepares the annual budget and provides the Board with regular financial statements • With staff, handles the daily financial operations and monitors cash flow • Defines financial policies and procedures for all transactions <p>Staff:</p> <ul style="list-style-type: none"> • The finance staff works with the CEO in preparing and managing the annual budget and providing appropriate reports • Develop and manage budgets for assigned programs and activities