

Sumter Family Health Center
BOARD OF DIRECTORS’
GOVERNANCE POLICY MANUAL



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INTRODUCTION

The Sumter Family Health Center (“Center”) Board Governance Policy Manual defines the role of the Board and delineates how the Board will carry out its responsibilities. The Board Governance Policy Manual and the Bylaws are the primary governing documents for the Center.

The purpose of the policies is to:

- make clear Board intent, goals, and aspirations
- promote consistency of Board action
- clarify Board member’s roles, responsibilities, and commitments

The Board Governance Policy Manual is available at each Board meeting and provides guidance for decision making. A copy of the Board Governance Policy Manual will be given to each Board member and revisions will be distributed, as appropriate.

Board policies are adopted through a majority vote of the Board and only at Board meetings. Before adopting any policy, all Board members will receive a copy of the proposed policy in advance of the meeting at which the vote is to be taken. All policies will be reviewed annually by the Board for accuracy and appropriateness, and recommendations will be made for amendment, addition, or elimination.

MISSION STATEMENT

Sumter Family Health Center is a comprehensive primary health care practice dedicated to building a healthy community and improving the individual health, well-being, and quality of life of each person we serve.

We are committed to:

- **Being the health care provider of choice for people of all ages**
- **Providing high-quality care in a patient focused manner**
- **Equipping our patients with the knowledge, ability, and motivation to make health choices and live healthy lives.**
- **Eliminating barriers caused by financial circumstances or social situations that may prevent people from having access to health care.**
- **Continually improving the quality of care and service we provide.**

CULTURALLY COMPETENT ORGANIZATION

The Center strives to be a culturally competent organization that accepts and respects individual differences. Diversity within the organization provides the Center with a full range of perspectives and contributes to the ability to better meet the needs of the diverse community we serve.

The Center's commitment will be reflected through an environment that not only promotes the awareness of ethnic, cultural, racial, economic, sexual orientation and gender issues, but also values diversity. The Center will provide quality primary health care services without regard to a person's culture, ethnicity, economic status, sexual orientation, gender or ability to pay. To realize this goal, The Center will train staff to be culturally sensitive, and actively recruit and hire culturally diverse staff. In addition, The Center will actively recruit Board members who represent the diverse community.

ROLE OF THE BOARD OF DIRECTORS

In carrying out its responsibilities, the Board of Directors for Sumter Family Health Center has the following role:

- Assuring **MISSION**
 - Embracing a future **VISION**
 - Making **VALUES** explicit
 - Setting **STANDARDS**
 - **MONITORING** performance
- ❖ **MISSION** – assuring:
- clarity around what, for whom, and at what cost
 - responsiveness to the community served
 - services/programs appropriately address patient needs
 - decisions are made in light of Mission
- ❖ **VISION** – embracing a future:
- by thinking beyond today
 - toward leading and away from reacting
- ❖ **VALUES** – making explicit:
- what we believe
 - what we stand for
 - what is important
- ❖ **STANDARDS** – setting:
- financial, personnel, and healthcare policies
 - current programs
- ❖ **MONITORING** – performance:
- provider productivity
 - recruitment and retention needs
 - based on measurable indicators of success including HRSA/BPHC Required Clinical and Financial Performance Measures

- maintaining fiscal health and availability of resources
- evaluating Executive Director's effectiveness

JOB DESCRIPTION AND RESPONSIBILITIES

The Board serves as Directors of the Center. The Board guides to act in the public interest and meet the needs of the community. The Board is responsible for:

- Establishing goals and monitoring outcomes of the organization
- Monitoring the organizational performance in fulfilling the mission of the center
- Assuring the center has the necessary resources and is fiscally healthy

The Department of Health and Human Services' (DHHS), Health Resources and Services Administration's (HRSA), Bureau of Primary Health Care (BPHC) provides oversight of the Center's Federal 330 grant. As defined within Health Center Program Requirements (see <http://www.bphc.hrsa.gov/about/requirements/index.html> for further detail), the Board of Directors has the responsibility for establishing policies, including but not limited to:

- Approval for the selection and dismissal of the Executive Director (ED)
- Review the performance of the ED
- Establishing operating policies including human resources and financial management policies
- Establishing health care policies including scope and availability of services, location and hours of services
- Assuring the Corporation is operating in compliance with federal, state, and local laws and regulations
- Evaluating healthcare activities of the Corporation, including but not limited to provider productivity and recruitment and retention.
 - Guidelines defined in *The Recruitment and Retention Manual of the National Rural Recruitment and Retention Network, Inc.*, provided in conjunction with the South Carolina Office of Rural Health, will be utilized as an action plan if appropriate.

The Board of Directors will perform a self-evaluation of Board operations on an annual basis. The Board will use the results to identify problems and set goals for improvement.

SIZE AND COMPOSITION

According to Section 3.02 of the Center’s bylaws, “The Corporation shall have no fewer than nine (9) and no more than twenty-five (25) Directors.” The Board will be diverse in its representation by gender, race, ethnicity, and profession. In addition, Board members will be recruited from different geographic regions of the service area.

User Board Members:

- At least 51% of the Board members will be recipients of services at the Center.
User Board members will be defined as those who have used the services of the Center in the past two years and consider the Center as their principal source of primary health care.
- User members will be reflective of the population served by the Center in terms of race, ethnicity, and sex. The determination will be made by reviewing the Center’s annual Uniform Data System (UDS) report.

Non-User Board Members:

- The remaining members of the Board of Directors will be representative of the community primarily served by the practice location of the Center.
- Non-User Board members will be selected for their expertise in community affairs, local government, education, medicine, finance and banking, legal affairs, business, and social services.
- No more than one-half of the non-user Board members will be individuals who are employed in healthcare and therefore derive more than 10% of their annual income from the health care industry.
- There will be provider representation on the Board.

Elections:

- Board composition will be assessed annually, prior to Board elections, to determine whether the composition meets the aforementioned guidelines. Any deficiencies in the area of user members will be addressed when filling any Board vacancy.

COMMITMENTS

Board members are elected and agree to serve for a three-year term. Beginning April 1, 1999, members may serve no more than three consecutive three-year terms. During the three-year term, Board members make the following commitments:

Accountability:

- Board members should understand the Center, its mission, goals, objectives, and programs.
- Board members should make decisions on issues, policies, goals and objectives based on careful consideration of the facts and all relevant data.
- Board members should participate fully and openly in meetings; share insights, ideas, and suggestions.

Attendance – Board Meetings:

- As pledged in the Center’s Board Member Expectations, Board members are to commit to a high priority of attendance at all Board and Committee meetings.

Attendance – Committee Meetings:

- As pledged in the Center’s Board Member Expectations, all Board Members agree to serve on at least one Committee or task force, and participate in the accomplishment of its objectives. If the Board member chairs the committee or task force they are to:

1. Call meetings as necessary until objectives are met
2. Ensure that the agenda and support materials are mailed to all members in advance of the meetings
3. Conduct the meetings in an orderly, fair, open and efficient manner
4. Make committee progress reports/minutes to the Board at its scheduled meetings, using the adopted format

To participate in:

1. The annual strategic planning retreat
2. Board self-evaluation programs
3. Board development workshops, seminars, and other educational events that enhance my skills as a Board member

Time Commitment:

- Board members are expected to review all pre-meeting reading materials in advance of the Board or Committee meeting.
- When absent from any meeting, Board members are expected to review minutes and materials from the missed meeting.
- During the Director's three-year term, each member is expected to:
 - Attend a new member orientation meeting
 - Participate on at least one standing committee
 - Participate in an annual strategic planning retreat
 - Attend at least one Board training/development meeting annually

Role in Recruitment:

- During the Director's three-year term, each member is expected to recommend one viable candidate for membership on the Center's Board of Directors.

Accepting Leadership Roles:

- During the Director's three-year term, each member is expected to be willing to serve in at least one leadership role. Leadership roles might include:
 - Officer position
 - Committee Chair
 - Ad-Hoc Committee Chair

Conflict of Interest:

- Board members shall support the Mission and goals of the Center and the community it serves. Board members must avoid any/all conflicts of interest.
- No board member shall be an employee of the health center or an immediate family member of an employee.
- Board members shall, upon installation, sign an Annual Disclosure of Potential Conflicts of Interest Statement, and will update the form on an annual basis. If a Board member has any perceived conflicts of interest, these must be disclosed to the Board.
- When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, the member must remove themselves from comment during the deliberation and the vote.

Speaking as One Voice:

- Board members may not attempt to exercise individual authority except as explicitly set forth in Board Bylaws and/or policies.
- Board members may not speak individually for the center unless authorized by the full Board or the Executive Director.
- Once a decision has been reached on any Center issue, the Board will speak with one voice.

Confidentiality:

- Board members should not disclose information about the Center's activities unless those activities are already known by the public or have become a part of public record.
- Board members shall, upon installation, sign a Confidentiality form, and will update the form on an annual basis.

Interaction with Staff:

- Board members must not use their positions to obtain employment in the Center, or for preferential medical treatment for themselves, family members or close associates.
- Board members should not attempt to resolve staff complaints. When confronted with a staff complaint, Board members will:
 - express concern and desire that the complaint be handled appropriately as outlined in the Personnel Policy
 - explain that an individual Board member has no authority to deal with staff complaints; therefore, the Board member will not attempt to mediate or resolve their complaint
 - explain that the Board has delegated staff, including complaints, to administration and the staff person should address their concern with the Executive Director

TRAINING AND DEVELOPMENT

Board members agree to participate in ongoing training and development.

New Board Member Orientation:

New Board members will attend an initial orientation and training session prior to their first regularly scheduled Board meeting. Additional orientation and training sessions will be held prior to consecutive Board meetings, to ensure that new members are oriented appropriately and are familiar with the proposed information. Throughout the orientation and training, new Board members will receive the following documents for review and consideration:

- Board of Director's Governance Policy Manual
- Board Bylaws and Articles of Incorporation
- Minutes of meetings for the last year
- Federal grant application, including budget
- Most recent audit and financial statements
- Mission Statement and Core Values
- Board Approved Operating Policies including Personnel and Finance
- Current list of all Board Members
- History/Brochures/Program Descriptions
- BPHC Governing Board Handbook
- List of Commonly Used Acronyms

Center staff will assist in the orientation, which will include a tour of the center; instruction on how to read budget and financial reports; and an overview of Board meetings.

In-services for Board Members:

In-services for Board members are essential to Board development. The Center will pay for Board members to attend state or national meetings of Community Health Centers. Travel expenses will be reimbursed according to The Center's Personnel Policy.

Board members who attend conferences will make a presentation at the next Board meeting of the new ideas and insights gained at the conference.

Ongoing Board Development:

Board development may be included in the agenda of Board meetings. A speaker may be invited to the meeting or a Board or staff member may update the Board on a relevant topic.

COMMITTEES

The Board appoints both standing committees and ad-hoc committees. This policy applies to both, whether or not they include non-Board members.

- Board standing and ad-hoc committees are created to advise the Board. When the Board takes action to establish a committee, they will also assign a specific charge and suggested membership.
- Membership on committees may include: currently elected Board members, former Center Board members, Center staff and other individuals from the community.
- Committee meetings are open to all Board members. Only the appointed members of the committee are allowed to vote.
- The Chairperson of the Board will be an ex-officio member of all committees, but will only vote on the committee to which they are assigned.
- The Executive Director, or delegated representative, will be a nonvoting member of all committees as a staff resource to the committee.
- Only the full Board or Executive Committee can exercise authority over the Executive Director.
- Only the full Board or Executive Committee may speak or act for the Board.
- Board committees do pre-Board work by clarifying issues, identifying alternatives, and determining implications of proposed actions.
- Recommendations resulting from committee action will be presented by the Chairperson, or a member of the committee, in the form of a motion at a full Board meeting.
- Minutes and attendance will be taken at all committee meetings.
- There are four standing committees of the Board:
 - Executive Committee
 - Finance Committee
 - Nominating Committee

➤ Policy Committee

The Chairperson of the Board of Directors will appoint the Chairpersons and members of each standing committee at the beginning of each calendar year or at such other times as the Chairperson shall determine.

Ad-hoc committees are established whenever a special need arises, and then disband once their charge is complete.

STANDING COMMITTEES

Executive Committee:

- The purpose of the Executive Committee is to take actions on behalf of the Board between its meetings, as necessary, to conduct the business of the center.
- Membership will include Board officers, and the past Chairperson of the Board (in an advisory role if no longer a member of the Board).
- The Executive Committee oversees the evaluation of the Executive Director including developing the criteria used for evaluation, interviewing staff participating in evaluation, and preparing summary information for consideration by the full Board.
- All business transacted by the Executive Committee will be reported at the next Board meeting.
- Executive Committee meetings will be called as necessary.
- The Chairperson of the Board will serve as the Executive Committee's Chair.

Finance Committee:

- The purpose of Finance Committee is to:
 - Oversee the financial operations of the Center, including revenues and expenses as related to provider productivity and the HRSA/BPHC Required Financial Performance Measures
 - Oversee the preparation of the annual budget and monitor budget variances with actual revenue and expenditures
 - Review year-end financial statements
 - Ensure that an annual financial audit is conducted by a professional auditing firm in accordance with federal guidelines and fully reported to the Board

- Review financial statements on a monthly basis
- The Finance Committee will meet monthly
- There will be a minimum of three Directors on the Finance Committee
- The Treasurer of the Board will serve as the Committee's Chair

Nominating Committee:

- The purpose of Nominating Committee is to:
 - Recruit new Board members
 - Prepare Board member and Officer slates
 - Develop and provide new Board member orientation, Board development and training, and an annual Board training schedule.
- There will be a minimum of three Directors on the Nominating Committee
- The chairperson of the Nominating Committee shall be a Director

Policy Committee:

- The purpose of Policy Committee is to:
 - Review and amend all policies on an annual basis or as needed prior to approval by the full Board.
 - Meetings of the committee will occur at least quarterly, or as otherwise necessary
- There will be a minimum of three Directors on the Policy Committee
- The chairperson of the Policy Committee shall be a Director

OFFICER ROLES

There are four officers of the Board:

- Chairman
- Vice-Chairman
- Secretary
- Treasurer

As determined in the Center's Bylaws Section 5.01, the officers shall be appointed annually at the annual meeting and shall serve no more than two consecutive terms. In addition to the duties outlined in the Bylaws, the officers have the following roles:

Chairman's Role:

Responsible for:

- Planning and leading Board meetings
- Integrity of the Board process
- Managing the participation of Board members
- Appointing committee chairpersons and membership
- Chairing the Executive Committee
- Assuring the Board's work is completed

Vice-Chairman's Role:

Responsible for:

- Performing duties of the Chairman in their absence
- Manage special assignments as requested by the Board Chairman

Secretary Role:

Responsible for:

- Integrity of the center's financial affairs
- Assuring the Board remains knowledgeable of the financial status of the center
- Chairing the Budget and Finance Committee

Treasurer Role:

Responsible for:

- Integrity of the center's financial affairs
- Assuring the Board remains knowledgeable of the financial status of the center
- Chairing the Finance Committee

MEETING STRUCTURE AND LOGISTICS

- Board meetings are held monthly, twelve times per year.
- Board meetings will be held on the third Wednesday of each month at a designated location, or as so determined by the Directors in office from time to time.
- The Board will receive a packet for the upcoming meeting postmarked or electronically mailed five business days prior to the meeting. Board pre-meeting reading materials include a tentative meeting agenda, the previous month's minutes, the Executive Director's report, the Medical Director's report, key financial reports, and any information requiring review prior to the meeting.
- At the beginning of each calendar year, the Board Chairperson will prepare a work plan and objectives for the upcoming year, as well as measures of success.
- **Activities at the January meeting include:**
 - New Board member orientation (as appropriate)
 - Approval of bank account signatures
 - Review and approval of Scope of Services, locations and hours of operation
 - Review and approval of starting salaries
 - Review and approval of staff salary adjustments
 - Review results from Annual Board Self Appraisal
- **Activities at the February meeting include:**
 - General Business Meeting
 - Review key statistics from UDS Report
 - Assessment of the Board's composition
 - Review and approval of HR policies
- **Activities at the March meeting include (Annual Meeting):**

- Review Mission Statement/Bylaws
- Review facility needs
- Election of members due to vacancies from term expirations
- Election of officers
- Committee appointment
- Update Biographical Information
- Review and Update Board Governance Manual
- Recognition for departing Board members and previous year's officers
- **Activities at the April meeting include:**
 - Review HIPAA Compliance Plan
- **Activities at the May meeting include:**
 - Review and approval of Healthcare policies
 - Sign annual Conflict of Interest forms
 - Sign Confidentiality forms
- **Activities at June meeting include:**
 - Review Corporate Compliance Plan
 - Review compliance with state, local, and federal regulations
 - Review BPHC funding expectations
 - Annual Board Retreat/Strategic Planning
- **Activities at the July meeting include:**
 - Review the performance of the Executive Director
 - Review ED Salary Survey
 - Review Market Salary Survey
 - Fee schedule update
- **Activities at the August meeting include:**
 - Review annual community needs assessment
 - Review and approve operating budget for the upcoming fiscal year
 - Annual funding grant review
 - Review and approval of the business plan, health care plan and grant budget
- **Activities at the September meeting include:**
 - Board training – roles and responsibilities

- Review and approval of Financial Policies
- Review and approval of the business plan, health care plan and grant budget
- **Activities at the October meeting include:**
 - SCPHCA Board Member Boot Camp
- **Activities at the November meeting include:**
 - Approval of holiday bonuses
 - Review and approval of annual Continuous Performance Improvement Plan (CPI)
- **Activities at the December meeting include:**
 - Distribution of Annual Board Self Appraisal
 - Distribution of the annual calendar of meetings for the upcoming year
 - Presentation of the annual audit by an independent CPA firm

**YOUR LEGAL RESPONSIBILITIES
AS A
BOARD MEMBER**

BOARD MEMBER LIABILITY

1. The governing Board of Directors is the legally responsible entity and can be sued.
2. Minimizing liability can be done by:
 - a. Keeping well informed – attend meetings, review reports, ask questions, know what’s going on
 - b. Perform your duty wisely, honestly and to the best of your ability
 - c. Keep in mind the following principles:
 - 1) Conflict of Interest – declare any conflict of interest and refrain from attempts to influence when there is a conflict of interest
 - 2) Corporate Liability - follow the law and assure that the legal obligations of the corporation are being met
 - 3) Duty of Care – perform your duties in good faith with the best interests of the center in mind
 - 4) Duty of Loyalty – the center should come before your own interests
 - d. Practice “Risk Management:”
 - 1) Adequate insurance coverage
 - 2) Written policies, adequate controls, and reporting systems to govern operations
 - 3) “Paper trails” – written documentation of all important activities – meetings, hiring and firing processes, medical records, etc.
 - 4) Files – especially personnel and financial – should be kept up to date and retained even after an organization closes its doors (at least three years)

3. Lastly, keep in mind this “Not-for-Profit law, Directors and Officers shall discharge their duties in good faith and with the degree of diligence, care and skill which ordinarily prudent men would exercise under similar circumstances in like positions.”

DIRECTORS’ LIABILITY

Guidelines for Board Membership to Reduce the Possibility of or to Prevent Law Suits

1. Attend Board and Committee meetings regularly.
2. Be familiar with the minutes of Board meetings and the minutes of your committee assignments.
3. Be familiar with the Center’s publications.
4. Treat the affairs of your center as you would your own.
5. Be certain the Center’s records are audited by a reputable CPA firm.
6. Be familiar with the Center’s goals, objectives and programs.
7. Insist that all committee meetings are reported at Board meetings in either oral or written form.
8. Know the Center’s budget, budget process, and financial situation.
9. Know who is authorized to sign checks and in what amount.
10. Avoid self-serving policies.
11. Inquire if there is something you do not understand or if something comes to your attention which causes you to question a policy or a practice.
12. Insist that there is a well-established personnel program with a competent staff Executive Director.
13. Avoid the substance or appearance of conflicts of interest.
14. Be certain your center is fulfilling all aspects of its not-for-profit and tax exempt status.
15. Insist on a written and followed Board membership and nominating Committee procedure.
16. Monitor the community and professional image of your center.
17. Be certain that “policies” are clearly identified, and the Board acts on them as a whole rather than action by a small group of individuals.
18. Know the Center’s Board of Directors, financial condition, programs and staff before you accept membership.
19. Require that your center has proper legal counsel.
20. Monitor the activity of your Executive Committee to ensure it does not overstep its authority.
21. Insist on the Board having a policy relative to Board volunteer liability.
22. Know and practice the Estes Rule; I3 – Se = Pm. (Inquiry times Information ties Involvement without self-enrichment leads to Peace of Mind)

APPENDIX I

EXAMPLE BOARD MEMBER POSITION DESCRIPTION

DUTIES AND RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS

1. To put the interests of the health center above any personal or other business interest
2. To maintain the confidentiality of Board information
3. To serve on at least one Board committee
4. To attend Board and committee meetings regularly
5. To review information provided to the Board
6. To exercise reasonable business judgment in the conduct of Board business
7. To participate actively in Board issues by critiquing reports and providing innovative resolutions to problems

REQUIRED KNOWLEDGE AND SKILLS OF INDIVIDUAL BOARD

MEMBERS

1. Ability to read and understand standard financial statements.
2. Understanding of the concept and operation of a HRSA/BPHC funded health center.
3. Training and/or experience in one or more of the following areas (does not apply to consumer members):
 - A. management
 - B. health care delivery
 - C. law
 - D. financial management
 - E. marketing/public relations

- F. employee relations
- G. personnel management
- H. community affairs
- I. social services delivery

4. Ability to work with others on the Board and in the committee setting.

OTHER

1. Board meetings are held monthly and last approximately one hour.

WHO DOES WHAT IN HEALTH CENTER OPERATIONS?

Board Role	Executive Director Role
Develop Mission Statement	Communicate Mission Statement
Guide Long-Range Planning	Implement Long-Range Planning
Establish/Approve Policy	Implement Policy
Select and Evaluate Qualified Executive Director	
Evaluate Center Operations	Manage Center Operations
Review Quality of Care	Monitor Quality of Care
Represent Community Interest	Represent Health Center Needs

**BOARD – STAFF
RELATIONSHIPS**

WHAT DOES THE BOARD OF DIRECTORS DO?

The Board of Directors provides the continuity on which your Center is based. Individual members of the staff and the Board come and go, but the entity of the Board exists as long as your organization does. Individual members of the Board, together form a corporate body that has the overall responsibility for the organization.

What are the specific functions of the Board of Directors? Board members generally assume responsibilities in the following areas:

A. Budget and Finance:

Board members approve the budget, which is generally prepared by the Chief Financial Officer (CFO), and reviewed by the ED. They monitor program expenditures and determine sound fiscal policy and internal control practices. They assume responsibility for the fiscal accountability of the center.

B. Fund Raising:

Board members ensure that adequate funds are available for financing the Center's operations. They approve the general fund-raising methods used by the center, and they participate in fund-raising activities. Individual Board members may serve as a contact for the center for specific funding sources.

C. Program Evaluation:

Board members monitor program effectiveness. They review program-evaluation procedures on a regular basis, and they advise staff on the center's self-evaluation.

D. Planning:

Members of the Board of Directors approve the long-range plans of the center, including the program's goals and objectives. They assist the staff in the development of these plans and set organizational priorities for action.

E. Personnel:

The Board of Directors hires the Executive Director, monitors the effectiveness of the Director's performance, and removes the Director when his or her performance is unsatisfactory. It determines the salary scales and benefits for the staff, and it develops personnel policies. (However, staff members are hired, evaluated, and, if necessary, removed by the Executive Director, not the Board.)

F. Board Development:

The Board of Directors determines the structure of the Board and committee membership. It nominates and selects new Board members and sets the standards for its own periodic self-evaluation. (This self-evaluation process is rare among nonprofit Boards, but it can be an important means of maintaining an effective and qualified Board of Directors).

G. Public Relations:

The Board of Directors communicates with funders, community leaders, and other interested parties about the program. It represents the center in the community, and it advises the staff in the development of a public relations plan.

H. Policy:

Members of the Board determine the center's policies. Policies can be defined as the broad guidelines that provide a framework for future decision making. Policies are reflected in procedures, which are the more specific, narrow parameters that are used in organizational decision making.

Procedures clarify what steps must be taken, what rules must be followed, and who must be included in the process. Procedures are generally formulated by the staff rather than by the Board.

WHAT DOES THE EXECUTIVE DIRECTOR DO?

The Executive Director is appointed by and responsible to the Board of Directors as the Chief Executive Officer and is charged with providing leadership and over-all direction and administration of the operations of the center. He or she interprets and applies the policies of the Board of Directors; establishes basic policies within which the various activities are carried out; guides and develops short and long-range planning; and evaluates activities in terms of objectives.

A. Planning:

Develops and gains Board approval on the goals, objectives and priorities for the center

B. Budget and Finance:

Reviews and approves the center's budget for Board approval as prepared by the CFO.

C. Staff:

Supervises staff in carrying out the plans and programs of the center. Determines responsibilities and authority among staff and assures that high standards of performance are being met

D. Resources:

Works with Board to secure adequate resources to carry out the center's programs and monitors the allocation of these resources to insure they are used effectively and efficiently

E. Administration:

Is responsible for the day-to-day administration of the activities of the center

F. Review and Evaluation:

Monitors, and revises when necessary, the activities of the center in order to gain greater program effectiveness. Assists Board in evaluating progress and outcomes of programs, and recommends revisions of goals or objectives when needed in order to improve organizational performance

G. Public Relations

Works with Board to ensure community awareness of the center's goals, mission, objectives and programs obtain community support for the center.

DIVISION OF RESPONSIBILITIES

<u>FUNCTION</u>	<u>BOARD</u>	<u>ED</u>
Budget & Finance	X	X
Planning	X	X
Review and Evaluation	X	X
Securing Resources (Fund Raising included here)	X	X
Public Relations	X	X
Hire/Fire Executive Director	X	
Hire/Fire Other Staff		X
Day-to-Day Administration		X
Setting Policy	X	
Board Development	X	