



**VANCOUVER
FOUNDATION**

CEO/Board Chair Relationships
Faye Wightman
President and CEO
Vancouver Foundation



Board Chair/CEO rel'nship



- Most important ingredient to ensure success of organization is in this relationship
- Inherent struggles:
 - CEO usually there before Chair appointed
 - CEO there after Chair leaves
 - CEO closer to day to day activities
 - CEO knows more about organization, donors, clients etc
 - Chair responsible to provide leadership to the board that the CEO reports to
 - Chair does evaluation of CEO
 - Chair usually successful CEO him/herself

Formal Practices & Procedures



1. Clear procedures to evaluate the CEO- allowing for 2 way input
2. Regular board orientation/training sessions- that includes board/staff roles and responsibilities
3. New Chair & CEO to meet to discuss how to work together as a team
4. Board agendas- Mutually developed
5. CEO to provide input on selection of chairs for board committees & cttee membership

Formal Practices & Procedures



6. Clear guidelines on role of staff in supporting board committees
7. Job description for board chair and committees. Set terms of office
8. Vice chairs- to learn the ropes and to be evaluated
9. Establish frequency & nature of meetings between CEO & Board Chair

GROUP EXERCISE



- Break into 4 GROUPS- 2 made up of board chairs or senior volunteers; and the other 2 groups made up of CEO's/ Executive Directors or senior staff
- Answer these questions- record answers:
 1. The one thing that my Board Chair (or CEO for groups 3 &4) does that makes MY job easier is....
 2. The one thing that my Board Chair (or CEO) does that makes MY job harder is...

Leadership Activities



- For each of the following activities identify:
 1. Who has accountability for this activity?
 2. Who is responsible for taking the lead on accomplishing it? (even if it is both CEO and Board Chair- someone has to be the leader with it.
 3. How do you decide who is responsible?

Toronto CF – RASCI model



- TCF considers the following questions when laying out governance practices:
 1. Who is accountable for this?
 2. Who is responsible for this?
 3. Who needs to play a supporting role with this?
 4. Who needs to be consulted?
 5. Who needs to be given the information?

Leadership Activities



1. STRATEGIC PLANNING
2. DEVELOPMENT OF MISSION, VISION, VALUES
3. DEVELOPMENT OF ANNUAL OPERATING PLANS
4. EVALUATION OF OPERATIONAL PLANS
5. DAY TO DAY OPERATIONS

FINANCES



1. BUDGET DEVELOPMENT
2. AUTHORIZATION OF EXPENSES
3. INVESTMENT MANAGEMENT
4. FINANCIAL SUSTAINABILITY- FUND RAISING
5. AUDIT

POLICIES



1. POLICIES ON PERSONNEL, FINANCES, FUND RAISING, PUBLIC RELATIONS, CONFLICT OF INTEREST, CONFIDENTIALITY
2. SETTING PROGRAM DIRECTION
3. PROGRAM EVALUATION
4. GRANTING

GOVERNANCE



1. HIRING CEO & SETTING COMPENSATION
2. CEO PERFORMANCE REVIEW
3. DEVELOP TERMS OF REFERENCE –
BOARD CHAIR, BOARD, COMMITTEES
4. BOARD EVALUATION
5. BYLAWS REVIEW
6. FISCAL/LEGAL COMPLIANCE
7. HIRING/FIRING OF EXECUTIVE “TEAM”
(Vice Presidents, Senior Directors)

ORGANIZATIONAL INFRASTRUCTURE



1. ESTABLISHING BOARD COMMITTEES
2. APPOINTMENT OF COMMITTEE CHAIRS AND MEMBERS
3. RECRUITMENT OF NEW BOARD MEMBERS
4. BOARD ORIENTAION
5. SETTING OF BOARD AGENDA
6. MINUTES OF BOARD MEETINGS
7. STAFF STRUCTURE

NEED HELP?



- CFC RESOURCES: www.cfc-fcc.ca
- BOARDSOURCE: www.boardsource.org
- IMAGINE: www.imaginecanada.org
- COMPASSPOINT: WWW.SUPPORTCENTER.ORG
- COF: www.cof.org
- COMMUNITY FUNDATIONS OF AMERICA: www.cfamerica.org
- BRIDGESTAR: www.bridgestar.org
- HUMAN RESOURCE COUNCIL FOR THE VOLUNTARY SECTOR
<http://www.hrcouncil.ca>
- FREE COMPLETE TOOL KIT FOR BOARDS
<http://www.managementhelp.org/boards/boards.htm>
- FREE MANAGEMENT LIBRARY <http://www.managementhelp.org/>

FOR MORE INFORMATION



VANCOUVER
FOUNDATION

Faye Wightman
President & CEO
Tel: 604.688.2204
Fax: 604.688.4170

faye@vancouverfoundation.bc.ca

Web site: www.vancouverfoundation.bc.ca