**Board-Staff Roles Worksheet**

As a camp, if you are struggling with a lack of clarity between board-staff roles and responsibilities, this worksheet can help clarify. Looking at the areas in the chart, whose primary role is each of them? Top Professional, Staff, Board? With a few exceptions, there are no right or wrong answers. This exercise will help to clarify the breakdown of roles and responsibilities using the RACI responsibility model.

**RACI Model**

**R**esponsibility: *Who gets the job done.*

**A**ccountability: *Where the buck stops.*
**C**onsult: *Who should be consulted during the process*.
**I**nform: *Who do you tell about the decision after it’s been made.*

We recommend you do this exercise with a third party. JCamp180 is more than happy to serve in that role for you. To make the most out of this exercise, fill out the chart below in groups of 2 or 3. Once completed, groups should compare answers with other groups and discuss.

For example, if you were filling out program development, a camp may say that the top professional is accountable, camp staff are responsible, and the board president and board are informed.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **Top Professional** | **Staff** | **Bd Pres.** | **Board** |
| **Programming** |
|  | Development | A | R | I | I |
|  | Implementation |  |  |  |  |
|  | Evaluate  |  |  |  |  |
|  | Budget approval |  |  |  |  |
|  | Strategic oversight |  |  |  |  |
|  | Enrollment management |  |  |  |  |
| **Finances** |
|  | Create budget |  |  |  |  |
|  | Approve budget |  |  |  |  |
|  | Monitor income/expense |  |  |  |  |
|  | Hire auditor |  |  |  |  |
|  | Implement audit |  |  |  |  |
|  | Approve audit report |  |  |  |  |
|  | Financial management (cash Flow, bills, payroll etc.) |  |  |  |  |
|  | Approval of major expenditures |  |  |  |  |
|  | Approval of capital expenditures |  |  |  |  |
|  | Establish camp tuition |  |  |  |  |
|  | Determine staff salaries  |  |  |  |  |
| **Operations/Facilities** |
|  | Develop master facility plan |  |  |  |  |
|  | Upgrade buildings, maintain grounds |  |  |  |  |
|  | Ensure buildings are up to code  |  |  |  |  |
|  | Ensure accreditations are up to date (health inspections, business licenses etc.)  |  |  |  |  |
| **Personnel** |
|  | Hire executive director (ED) |  |  |  |  |
|  | Evaluate ED Annually |  |  |  |  |
|  | Hire senior staff |  |  |  |  |
|  | Evaluate senior staff |  |  |  |  |
|  | Hire/train/evaluate other staff |  |  |  |  |
|  | Hire/train/supervise summer staff |  |  |  |  |
|  | Revise personnel handbook |  |  |  |  |
|  | Approve benefits package |  |  |  |  |
|  | Handle staff grievances  |  |  |  |  |
| **Fundraising** |
|  | Develop Fundraising (FR) Plan |  |  |  |  |
|  | Implement FR Plan |  |  |  |  |
|  | Solicit major donors |  |  |  |  |
|  | Implement annual campaign |  |  |  |  |
|  | Oversee endowment fund |  |  |  |  |
|  | Implement FR events |  |  |  |  |
|  | Implement capital campaign |  |  |  |  |
|  | Identify prospects |  |  |  |  |
|  | Cultivate donors |  |  |  |  |
|  | Steward (thank) donors |  |  |  |  |
|  | Create and engage alumni |  |  |  |  |
| **Policy** |
|  | Develop donor policy |  |  |  |  |
|  | Develop conflict of interest policy |  |  |  |  |
|  | Approve personnel policies |  |  |  |  |
|  | Develop emergency action plan |  |  |  |  |
|  | Develop & implement summer staff policies |  |  |  |  |
| **Marketing and Communications**  |
|  | Create marketing plans  |  |  |  |  |
|  | Create organizational branding  |  |  |  |  |
|  | Approve messaging from the organization |  |  |  |  |
|  | Implement marketing plan/sending communications |  |  |  |  |
| **Governance** |
|  | Identify, recruit, & train new board members  |  |  |  |  |
|  | Assess board performance |  |  |  |  |
|  | Set board meeting agendas  |  |  |  |  |
|  | Update, revise, adhere to bylaws |  |  |  |  |