



Fact Sheet: Role of Executive Director/Chief Executive Officer

March 1, 2021

Defining the role of the Executive Director/ Chief Executive Officer (ED/CEO) can be challenging, given the wide variety of shapes and sizes of community foundations in Canada.

As the most senior, and at times, the *only* paid staff person, the position is still required to report to and be held accountable by the Board of Directors. In fact, the ED/CEO is the only employee of the foundation who has this level of accountability. Any other staff member would report to the ED/CEO, or another staff member.

The key functional areas within an ED/CEO job description could include:

- Governance, board administration and support
- Financial and legal
- Fund development and donor stewardship
- Grantmaking
- Marketing, public relations & communications
- Strategic planning, vision development and partnerships
- Management and administration

The percentage of time allocated to each of these functions is dependent on the staff reporting to the ED/CEO, as well as the stage of development of the foundation and the operational roles, if any, of the board members. When describing specific roles within each of the functional areas, the ED/CEO is either ensuring these are done or is actually doing them.

For the purposes of this document, the following outlines specific roles and responsibilities, organized functionally. Thanks to the Huronia Community Foundation whose Executive Director job description is used below. In addition, please see the Appendix for the checklist: *Defining the roles of the board vs. the staff*. This chart also appears in the Fact Sheet of the same name.



Governance, board administration and support (x%)

- Work with the Board to develop and implement appropriate governance policies.
- Work with the Board to recruit Board members and volunteers and develop and assess the effectiveness of the Board.
- Support the Chair, the Board and committees in their work by providing relevant information as needed.
- Work with the Board Chair on the preparation of the board meeting agenda.
- Inspire board participation in CF initiatives.

Financial and legal (x%)

- Work with the Treasurer to maintain current knowledge of CRA rules and regulations pertinent to the foundation.
- Administer sound financial practices that comply with federal and provincial regulations and reporting requirements.
- Work with the Treasurer/Bookkeeper to ensure appropriate investment and endowment management policies, appoint and review fund managers and ensure adequate cash flow for granting purposes.
- Ensure the completion of monthly financial statements, fund statements and annual audit as required by the Board.
- Monitor the performance of the Foundation's Investment Portfolio.

Fund development and donor stewardship (x%)

- Aggressively seek out new funds to build a perpetual endowment fund and build the assets of the Foundation. Initiate and manage a comprehensive asset development program with specific targeted results.
- Work with the board to implement policies and programs to define the establishment of funds (e.g. minimum values for restricted funds, guidelines for designations etc.).
- Develop and maintain relationships with professionals to encourage consideration of the foundation in estate plans and planned giving.
- Develop and maintain relationships with organizations to leverage the Foundation infrastructure and bring their endowments within the foundation. Implement policies, procedures, administrative fee guidelines and agreements to facilitate this.
- Seek out grant opportunities; write proposals; report on progress.
- Review and approve all gift agreements.
- Build and maintain strong relationships with donors.
- Ensure appropriate reports are provided to donors on their funds.
- Implement a donor stewardship program.



Grantmaking (x%)

- Implement policies, programs and procedures to attract, review and make grants.
- Ensure the grant-making program is administered within the framework established by the Grants Review Committee and the Board.
- Develop and maintain partnerships and/or joint ventures with other not-for-profit organizations.
- Collect and maintain signed grant agreements and ensure grant recipients provide impact reports.
- Implement and administer a system to evaluate the effectiveness of grants.

Marketing, public relations & communications (x%)

- Implement a broad communications plan (including brand identity development) to build awareness and interest in the foundation amongst potential donors, potential grant recipients, public officials, influencers and financial advisors.
- Attend events and participate in community activities to establish personal and foundation profile, and to build networks.
- Make presentations to groups as part of the ongoing public relations effort in attracting new funds to the Foundation.
- Ensure that the website (update, revise, add content) is maintained and current.
- Keep current on use of new technology for engaging the public.

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Strategic Planning, Vision Development & Partnerships (x%)

- Work with the Board of Directors to update, enhance and implement a vision and strategic plan for the foundation.
- Build on existing and create new relationships with key influencers to promote the foundation and increase community awareness and support.
- Look for and act on initiatives where the foundation can play an aligning, lead role within the community. Continue to support and engage with other community organizations to complete the Vital Signs report.
- Develop mutually beneficial partnerships to support the work of the foundation.
- Leverage Community Foundation of Canada and network with peers from similar community foundations for best practice programs and ideas.



Management and administration (x%)

- Ensure an efficient office to serve donors and grantees.
- Ensure operating policies and procedures are followed.
- Hire and manage contract or permanent staff in accordance with established HR and in compliance with regulatory requirements.
- Ensure that the general office administration activities, including banking, mail, purchase of supplies, and data collection and input are carried out effectively.
- Prepare ED/CEO reports and logs for Board of Directors.
- Ensure that information requirements are provided in a timely and appropriate manner to stakeholders, including auditors, board, and media.



APPENDIX

Defining the roles of the board vs. the staff

Regardless of the size, the chart below will be helpful in determining who does what operating function within the foundation. While this is not a comprehensive list, it covers the main functions.

Functional area	Operating function	Board volunteer	Executive Director/CEO	Other staff
Finance	Accounts payable and cheque preparation			
	Preparation of donation receipts			
	Receiving funds and bank deposits			
	Bookkeeping			
	Preparation of monthly financial statements			
	Preparation of records for annual audit			
	Preparation of annual budget			
	Filing annual T3010			
Grantmaking	Promoting granting programs			
	Responding to grant inquiries			
	Receiving grant applications			
	Reviewing, assessing and making recommendations to the board re grant applications			
	Notifying grant applicants, securing grant agreements, processing grant payments and, if required, monitoring progress of grant towards completion and preparation of final grant report			



	Keeping records of grant applicants			
	Promoting grant recipients			
Marketing and Communications	Creating a marketing and communications plan			
	Creating content for foundation promotional materials			
	Website design and upkeep			
	Determining content for annual report or other foundation publications			
	Designing annual report			
	Determining distribution list for annual report			
	Distributing annual report			
	Connecting with professional advisors			
Investments	Allocation of income and fees to funds as well as any grant disbursements			
	Reconciling investments to fund balances			
	Preparing annual fund statements and sending them to donors			
Administrative	Filing and keeping records current (everyone's favourite task)			