

**DEFINITION
OF THE SEPARATE AND MUTUAL ROLES AND RESPONSIBILITIES OF
CREATIVE TRUST BOARD AND STAFF**

Mission: Defining and achieving the mission is a shared responsibility, with leadership coming from staff

- Staff's role is to advance the mission and promote the values of the organization with carefully planned activities that are achievable with available resources
- Board's role is to support the mission and values of the organization by protecting it and allowing it to achieve its goals; by reaching out into the community to generate financial resources; and by helping to involve others in its work

Programs and Activities: Identifying and carrying out programs and activities that advance the mission is a shared responsibility, with leadership coming from staff

- Staff's role is to create realistic plans backed up by realistic budgets; identify tasks that need to be done and problems that can't be solved with available resources; and define needs and expectations of the board
- Board's role is to understand the organization's needs and expectations; identify ways they can assist, and take responsibility and initiative without undermining staff

Communications and community relations: Ensuring that the mission is clearly communicated and that the community is aware and involved in the organization is a shared responsibility

- Staff's role is to see that all communications reflect the organization's mission and values and that all activities contribute to the community
- Board's role is to act as ambassadors for the organization, reaching out into the community on its behalf, creating the interest and excitement that brings ideas, volunteers, new partnerships and other resources

Organizational sustainability: Ensuring a sustainable future is a shared responsibility

- Staff's role is to plan, budget and manage so as to ensure sustainability; and provide the board with the information it needs to understand and contribute to the organization's finances and operations
- Board and staff share the role of finding the resources needed to ensure a financially stable and sustainable environment
- Board's role is to assist in creating a strong working team by ensuring staff satisfaction, stability and orderly recruitment

Personal growth and fulfillment: Staff and board are equally responsible for ensuring that everyone involved with the organization is valued, respected and supported – and that their work is fulfilling and rewarding

- Staff's role is to build a strong stable team by training and guiding staff and motivating and engaging board and volunteers
- Board's role is to assist in building a strong, stable team of staff, board and volunteers, and help team members achieve satisfaction, personal growth and professional development through their work
- Staff's role is to recognize and thank everyone who contributes time, money and resources to the organization
- Board's role is to identify their own goals and motivations, so they can contribute their best efforts where most needed