



Capital Camps & Retreat Center
Board of Directors
Responsibilities of Individual Board Members & Objectives for Service

Mission

- Capital Camps & Retreat Center provides fun, challenging and creative camp and retreat experiences that build vibrant Jewish communities and nurture individual growth.

Overview

- Capital Camps & Retreat Center (CCRC), established in 1987, is a non-profit, community-based organization. Board members are responsible for overseeing agency governance, policies, programs, services, and operations.
- Board members are elected at the annual meeting after having been nominated, interviewed, and affirmed by the then-sitting Board of Directors via the Governance Committee.
- Board Members are responsible for:
 - Determining policy.
 - Oversight of policy implementation.
 - Setting strategic direction, values, and vision.
 - Promoting financial strength through fundraising and prudent fiscal operations.
 - Ensuring ethical conduct among the Board and staff.
 - Encouraging, motivating, and supporting staff in the conduct of approved activities.
 - Hiring and annually evaluating the CEO's performance.
 - Evaluating the performance of the Board.

General Expectations

- Understand the Agency's mission, values, and traditions—a sense of its history and evolution.
- Become familiar with all aspects of the Agency's strategic goals, core policies and practices, revenue and expense structure, and staff organization and leadership.
- Strive to keep abreast of key trends, issues, and developments in Jewish camping, education, and leadership that may affect the Agency's mission, strategic priorities, core policies and practices, and work to be done.
- Serve with distinction and selflessness that bring credit to the organization at all times.
- Place the Agency's policies, strategic priorities, and needs ahead of personal interests during Board deliberations and proceedings.
- Maintain confidentiality.
- Refrain from directing or managing administrative staff. The CEO reports to and is responsible to the Board. The administrative staff reports to and is responsible to the CEO.

- Be alert to members of the Agency community who can contribute substantially to the Agency's mission, to the Board's work, and/or to the organization in other ways and call them to the attention of appropriate individuals.

Board and Committee Work

1. **Attendance:** Attend all Board meetings and participate in committee work (to which the board member has selected,) barring significant schedule conflicts, as well as any special events. Three consecutive absences from regular Board meetings without the prior knowledge of the Board Chair constitute de facto resignation from the Board.
 - Board members are expected to prepare for and actively participate in all meetings.
 - Board members are encouraged to engage freely in board discussions, treating fellow members and staff with respect and consideration.
 - Respect and acknowledge divergent opinions. Be an active listener.
 - Board meetings are typically held near North Bethesda, Maryland, or on zoom and begin at 7:00 PM. Dinner is provided for all in-person meetings.
 - One meeting is held at camp in Waynesboro, Pennsylvania each summer.
2. **Mission:** To define the mission and participate periodically in strategic planning in order to review purposes, programs, priorities, funding needs, and targets of achievements. Board members should be / become aware of social trends to help ensure the future of CCRC.
3. **Chief Executive Officer:** To approve the selection, compensation, and if necessary, dismissal of the chief executive officer, and assure regular evaluation of the chief executive officer's performance.
4. **Finances:** To assure financial responsibility by:
 - a. Review annual financial statements.
 - b. Approving the annual budget and overseeing adherence to it.
 - c. Contracting an independent audit.
 - d. Controlling the investment policies and management of capital or reserve funds.
5. **Philanthropy:** To make a minimum annual contribution to the Agency of \$2,400, as well as participate in identification, cultivation, solicitation, and acknowledgements of prospective supporters; to approve the development plan.
6. **Program Oversight and Support** – To oversee and evaluate all programs, support professional staff, and be an advocate in the community.
7. **Board Effectiveness** – To assure the board fulfills the foregoing governance responsibilities and maintains effective organization, procedures, and recruitment:
 - Respect the confidentiality of any and all deliberations made at board and committee meetings.
 - Adhere to conflict of interest and confidentiality policies.
 - Attend new board member orientations and board retreats.
 - Ensure ethical conduct among the board and staff.
 - Complete annual Board surveys in a thoughtful and timely fashion.
 - Provide regular feedback to the CEO and Board officers on the effectiveness of Board meetings. Suggest possible topics and issues for meeting agendas, where appropriate.

External Relations

- Promote the Agency to prospective families and other constituencies at every opportunity.
- Make every effort to attend the Agency's community events regularly.
- Communicate Agency constituents' views, ideas, or concerns to Board officers, the CEO, and administrative staff, where appropriate.

Fiduciary Role

- Be knowledgeable of the Agency's financial structure and budget and how these topics impact the Agency's current and future programs.
- Be conscientious of the long-term, strategic implications of issues related to the broader Jewish camping, education, and leadership markets and financial decisions by the Board.
- Provide generous personal philanthropic support to the Agency as individual circumstances permit. Given the Agency's mission and purpose, it is important that Board Members lead by example.
- Be alert to opportunities to help staff identify, evaluate, and secure corporate, foundation, or individual gifts and grants.

Ethics and Accountability

- Conscientiously adhere to the Agency's Code of Conduct, Confidentiality, and Conflict of Interest Statement and Disclosure.

CCRC RESPONSIBILITIES

Capital Camps & Retreat Center will provide board members opportunities to:

- Review agency-related information in a timely manner prior to meetings.
- Review, discuss and determine agency policy.
- Promote agency programs and events.
- Learn about agency-related issues and challenges in order to discuss possible solutions.
- Serve as a resource in areas of personal and professional expertise.
- Encourage friends and colleagues to become involved with CCRC.
- Evaluate overall board effectiveness.
- Discuss and determine agency strategic direction, values and vision.
- Learn and grow as a board member.
- Develop a greater understanding of the role CCRC plays throughout the communities it serves.
- Enjoy board service through meaningful and engaging board retreats, meetings, and events.

For any questions or comments regarding the Objectives for Service on the Board of Directors, contact: Havi Goldscher, Chief Executive Officer at havi@campandretreat.org or 240-283-6153 Or Allen Mattison, Board Chair, at allenmattison@gmail.com or (202) 427-3833.