



## Child Care Aware® of America Board of Directors Position Description

Child Care Aware® of America is the nation's leading voice for child care. We partner with more than 450 state and local Child Care Resource & Referral agencies and other like-minded individuals and organizations nationwide. To achieve our mission, we lead projects that increase the quality and availability of child care, undertake research, and advocate child care policies that positively impact the lives of children and families.

**Organizational Vision:** Every family in the United States has access to a high quality, affordable child care system.

**Mission:** We advance a child care system that effectively serves all children and families. The child care system supports children's growth, development and educational advancement and creates positive economic impact for families and communities. Our work is strengthened by a national network of child care resource and referral agencies (CCR&Rs) and diverse members and partners.

### **Strategic Imperatives:**

- I. Serve as a national leader on the access and affordability of quality child care programs for all children
- II. Lead development of innovative, effective and efficient child care policies and programs
- III. Lead efforts to influence decision makers to develop child care systems that meet the needs of children and families
- IV. Support the development and implementation of innovative strategies to expand the role of state and local child care resources and referral (CCR&R) services
- V. Expand the network of leaders who are members of the organization, including CCR&Rs and diverse other partners, committed to child care systems that meet the needs of children and families by offering clear membership value
- VI. Serve as the leading source of information for families on how to select and find quality child care
- VII. Strengthen the role of child care as a key element of communities that support families and children's development

### **Current Organizational Priorities:**

- Spreading the Child Care Works movement;
- Development & fund diversification;
- Generating revenue through product development;
- Data innovation and technology use in training, research, evaluation and analysis;
- Marketing and communications to strengthen the organizations brand; and,
- Broadening and deepening membership services and relationships.

**Board Members' Roles and Responsibilities:** The Board's primary responsibilities are to define policy and set the direction for the organization. The Board has four primary areas of responsibility: *organizational governance, assurance of executive performance, board governance and linkage with the membership.*

- **Organizational Governance:** The Board creates, and modifies when needed, the governing policies of the organization. These policies include the definition of goals, executive responsibilities, financial budgeting and planning, asset protection, and Board operations and performance. The Board:
  - Sets the organization's vision and mission and approves goals, objectives and strategic direction. In partnership with executive staff, the Board determines the programs, services and outreach strategies for the organization.
  - Provides overall fiduciary responsibility for the organization and ensures the organization is fiscally sound and operated within procedures and policies that are sound, prudent and ethical.
  - Approves an annual plan for strategic initiatives and an associated annual budget.
  - Reviews and approves actions taken by the Executive Committee, which acts between Board meetings and when full Board engagement is not possible.
  - Provides content expertise to inform and support organizational activities as requested by the staff.
- **Assurance of Executive Performance:** The implementation of the strategic initiatives and organizational priorities of the organization are completed by the staff, who are overseen by the Executive Director. The Board ensures appropriate executive leadership and monitors organizational performance through both ongoing appraisal of the Executive Director and review of implementation of annual plans and budgets; daily management decisions are the responsibility of the Chief Executive and the executive management team. The Board:
  - Selects and supports the Executive Director.
  - Completes formal evaluation of the Chief Executive's performance no less than annually on performance strengths and areas for improvement.
  - Sets the annual salary.

- **Board Governance:** The Board creates a collaborative, creative working environment among Board members. All Board members develop an understanding of the organization's norms; the needs of the key audiences of the early care and learning community and families with young children; and the roles, responsibilities and performance expectations of the Board. Each Board member:
  - Attends Board meetings three times a year at the Child Care Aware® of America's offices in Arlington, VA or other location as discussed with board. Each meeting lasts approximately 1 full day (typically ½ day on Friday and ½ day on Saturday).
  - Travel, lodging and meals are covered by Child Care Aware® of America.
  - Is appointed to serve and actively participates on Board Committees and Work Groups. Committee meetings are typically held via conference call and the Committee Chair in collaboration with Committee members establishes the frequency of the calls.
  - Reviews all associated materials with Board, committees and related meetings prior to participation.
  - Actively participates and vigorously discusses and debates decisions at Board meetings and then expresses support for the decisions of the Board publicly.
  - Supports fund development and diversification as appropriate.
  - Expected to contribute financially to the organization annually consistent with their favorite charities.
  - Recruits and helps orient new Board members.
  
- **Linkage with the Membership:** The Board must develop and maintain strong relationships with the membership and key leaders in the child care and early learning field. Through these relationships and awareness of pressing issues in the field, the Board helps the organization remain in close touch with pressing issues and set strategic priorities aligned with meeting these needs. The Board:
  - Serves the broad best interests of Child Care Aware® of America key constituents nationally - CCR&R agencies, child care and early learning providers, and families – rather than a narrow content focus or geographic area.
  - Identifies and shares strengths, challenges, and needs from the key constituencies at Board meetings.
  - Acts as representatives of Child Care Aware® of America at national, regional and state meetings as appropriate.

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