**Role of the Board of Directors**

The Board of Directors is accountable

to the owners of the organization.

The Board of Directors has responsibilities, and if these are fulfilled, the board will achieve its overall responsibility for accountability.

The Board of Directors bears the full amount of cumulative responsibility. The Board is responsible for itself, the Executive Director, and the entire organization.

**Ten Responsibilities of the Board of Directors**

1.Determine the Organization's Mission and Purpose

2.Select the Executive

3.Support the Executive and Review His/Her Performance

4.Ensure Effective Organizational Planning

5. Ensure Adequate Resources

6. Manage Resources Effectively

7.Determine and Monitor the Organization's Programs and Services

8. Enhance the Organization's Public Image

9.Serve as a Court of Appeal

10.Assess Its Own Performance

**The Job of the Individual Board Member**

* ***Be prepared to participate responsibly*** *– attend meetings, prepare for meetings, participate using authentic communication.*
* ***Remember accountability is to ownership and not the staff*** *– Board members have a sacred relationship with the ownership – and the ownership is trusting board members to act in their best interest, even if that means that staff are uncomfortable.*
* ***Represent the entire ownership and not a single constituency*** *– regardless of the constituency a Board member may be a part of, they must consider the whole of the ownership in their role as a Board member.*
* ***Be responsible for group behavior and productivity*** – *if the Board fails to fulfill its mandate, meddles in administration, breaks its own rules, all members are culpable, even if an individual did not participate in offensive behavior.*
* ***Be a proactive Board member –*** *insist that information that is shared with the Board has relevancy and is a useful tool for making the kinds of decisions the board must make.*
* ***Use authentic communication and consensus decision making –*** *welcome divergent views and seek the input and opinion of all members of the Board.*
* ***Use personal expertise to inform the board*** *– Board members with expertise can use it to inform the board, but it should not be used to override the wisdom of the board in its entirety. Individual expertise can be offered, but in the role of a volunteer consultant and not a member of the Board.*
* ***Live with issues that cannot be quickly settled –*** *The Board should be dealing with issues that require longer term thinking and problem solving. Conversely, Board members should approach decision making with a commitment to action. It is important to understand that Board decisions are generally not about short-term, concrete matters – those are the decisions that the Director and staff make.*
* ***Maintain Board Discipline –*** *Board members should support the decisions of the board – even if they voted against a decision. Board members should support the chair in board discipline and process.*
* ***Speak with one authentic voice –*** *Board members should never, ever have side conversations with staff or with each other. If a staff member approaches a Board member, it is incumbent on the board member to redirect the staff. Board members are not the friends or advocates of the staff – they are the trustees of the owners.*
* ***Join the board as a servant leader –*** *members of the Board are asked to govern the organization. The organization does not exist to meet the needs of the Board, but the Board exists to govern the organization on behalf of the owners.*

**The Role of the Executive Director**

The Executive Director is accountable

to the Board of Directors.

The Executive Director has responsibilities, and if these are fulfilled, the organization will achieve overall accountability to the Board of Directors.

The Executive Director bears the cumulative responsibility for themselves and for implementing policies to achieve the organizational goals as defined by the Board of Directors.

Thus the Executive Director also bears responsibility

for the performance of the staff.

**The Responsibilities of the Executive Director**

1. To give direction and leadership toward the achievement of the organization’s philosophy, mission, strategy and its annual goals and objectives.
2. To implement the strategic goals and objectives of the agency.
3. To inform the Board to the extent necessary to allow them to fulfill their responsibilities.

**The Job of the Executive Director**

* ***Provide leadership*** *and carry out the mission.*
* ***Assist in the development of*** *and oversee the execution of the organization’s strategic plan.*
* ***Manage community and public relations.*** *Ensure that all public relations correspond with mission and strategic goals. Assure that the organization, its mission, programs and services are consistently presented in strong, positive image to relevant stakeholders.*
* ***Oversee the design, marketing, promotion, delivery and quality of all Program Development.*** *Initiate and maintain meaningful collaborations with local non-profit and governmental organizations. Oversee the development of short-range goals for each program.*
* ***Effectively manage the human resources*** *of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations. Functions include: motivation, development and support of quality staff, supervision, drafting of employee contracts, evaluating performance, processing employee concerns, managing staff relations.*
* ***Effectively manage the finances*** *of the organization. Create and update annual budgets and recommend yearly budgets to the Board for approval. Direct the operations of business management and financial reporting such as general accounting, audit and internal review. Prudently manage organization’s resources within those budget guidelines. Identify gaps in resources needed to accomplish mission.*
* ***Oversee Fundraising*** *planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation. Plan for and implement steps to generate revenue streams that will create financial stability for the organization.*
* ***Manage Administrative*** *functions. Create and maintain the organization’s systems and administrative support of the organization’s programs. Initiate and direct the development of policies for the approval by the Board that will further the mission. Provide the Board with adequate information to help them make sound decisions and establish effective policies. Develop for the purpose of day-to-day administration, specific policies, procedures and programs to implement the general policies established by the Board.*

**The Role of the Staff**

The Staff is accountable

to the Executive Director.

The Staff has responsibilities, and if these are fulfilled, the organization will achieve overall accountability to the Executive Director.

The Staff bears the responsibility for themselves as individuals and for collectively implementing the policies under the

leadership of the Executive Director.

**The Responsibilities of the Staff**

1. To use the organization’s philosophy and mission as frame work for all decision making and for all activities.

2. To carry out objectives of the organization.

**The Job of the Staff**

* ***Fulfill Job Duties*** *as defined by the position description.*
* ***Use the Policies*** *of the organization to complete work.*