



## Board Roles & Responsibilities

### 1. *Provide a link between the organization and its stakeholders.*

- Oversee and sustain the mission
- Look outward to the future and help grow the vision
- Ensure a solid base of resources
- Approve the annual operating plan

### 2. *Develop written governing policies that, at the broadest level, address:*

- **Ends**: impacts, benefits and outcomes of the organization work
- **Executive Limitations**: prudence and ethics boundaries for executive authority, activity and decisions
- **Governance Process**: how the board operates and evaluates its own performance
- **Board/Executive Director Relationship**: how power is delegated and its proper use monitored

### 3. *Assess the performance of the CEO.*

- Encourage the president as advisors and counselors
- Evaluate performance on an annual basis



## Responsibilities of Board Members

<u>Hands On (Do's)</u>	<u>Hands Off (Don'ts)</u>
<ul style="list-style-type: none"> <li>• Become experts in governance.</li> <li>• Set the board's work plan and agenda for the year and for each meeting.</li> <li>• Exercise discipline in board attendance.</li> <li>• Establish the limits of the CEO's authority to budget, administer finances and compensation, establish programs, and otherwise manage the organization.</li> <li>• Establish the results, recipients, and acceptable costs of those programs that justify the organization's existence.</li> <li>• Determine board training and development needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Decide on the table of organization and staffing requirements.</li> <li>• Render any judgements or assessments of staff activity where no previous board expectations have been stated.</li> <li>• Design staff jobs or instruct any staff member subordinate to the CEO (except when the CEO has assigned a staff member to some board function).</li> <li>• Establish services, programs, curriculum and budgets.</li> <li>• Change the CEO's personnel, program, and budget plans, if they are within agreed upon parameters.</li> <li>• Determine staff development needs, termination or promotion (except the CEO).</li> </ul>



## **A Board Member's Contribution**

One of the reasons a board member's job is so difficult is that the job is essentially a group responsibility. It is hard to discuss how an individual should approach a group task. Yet, each board member has a responsibility to come with an effective mind set and to take responsibility for the group.

1. Be a pro-active board member.
2. Be prepared to participate responsibly.
3. Remember your identity is with the ownership, not the staff.
4. Think upward and outward more than downward and inward.
5. Be responsible for group behavior and productivity.
6. Use your special expertise to inform your colleagues' wisdom.
7. Don't mistake form for substance.
8. Obsess about ends.
9. Tolerate issues that cannot be quickly settled, but don't tolerate putting off the big issues forever.
10. Support the chair in board discipline.
11. Support the board's final decision.
12. Enjoy your position as a Board member.