

LAC BOARD OF DIRECTORS

RESPONSIBILITIES, SELECTION, & JOB DESCRIPTIONS



May 2011

Responsibilities of the Board

The Board of Directors have many important responsibilities. Though they may vary from time to time, the following is a description of the responsibilities and duties of the board.

1. Determine the organization's mission and purpose. It is the board's responsibility to create a statement of mission and purpose, and to review it periodically for accuracy and validity. This statement should set out the organization's goals, means, and primary constituents served. Each board member should fully understand and support it.
2. Ensure effective organization planning. As steward of the organization, the board must actively participate with the membership in an overall planning process, and assist in implementing the plan's goals. The board is to develop business plans, policy objectives, business strategies, and priorities.
3. Ensure adequate resources. One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the president and development membership to raise funds from the community.
4. Manage resources effectively. The board, in order to remain accountable to its donors and the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
5. Determine, monitor, and strengthen the organization's programs and services. The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness. By constantly reviewing the organization's work, the board ensures the organization's capacity to carry out its programs.
6. Enhance the organization's public standing. The board is the organization's primary link to the community. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from members of the community, are important elements of a comprehensive public relations strategy.
7. Ensure legal and ethical integrity and maintain accountability. The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. The board must establish pertinent policies and procedures (e.g., personnel policies, grievance procedures), and adhere to provisions of the organization's bylaws and articles of incorporation.
8. Recruit and orient new board members, and assess board performance. The board must encourage new board members and orient them to their responsibilities, and the organization's history, needs, and challenges. By evaluating its performance, the board can recognize its achievements and determine which areas need to be improved. As the organization grows and improves, the governing board must also evolve to meet changing needs and circumstances.

Board Members

Because the Board of Directors plays such an important role in our organization, we encourage individuals who:

- Can bring a variety of skills, experience, and diversity to the organization.
- Have backgrounds and contacts that differ from--but complement--those of the other directors. This diversity is vital to maintaining a "balanced" board composition.

- Have concern for your organization's development, and are willing to learn about the substantive program area of the organization.
- Are prepared to set aside any potential conflict between their personal or individual business interests to support the well-being of the organization.
- Have a developed sense of values and personal integrity.
- Are sensitive to and tolerant of views and opinions different from their own.
- Are friendly, responsive, and patient, and have a sense of humor.
- Work well with individuals and groups.
- Can listen, analyze, and think clearly and creatively.
- Are not hesitant to ask questions.
- Are willing to prepare for and attend board and committee meetings.
- Will take responsibility and follow through on assignments.
- Are willing to contribute personal resources (time & thought) to the organization, and to cultivate and solicit outside funds.
- Can open doors in the community.
- Can recruit board members and other volunteers.
- Are willing to develop skills they need in order to be effective board members (e.g., the ability to read and understand financial statements).

Responsibilities of Individual Board Members

Within larger framework of board responsibilities, the individual board members typically fulfill certain obligations to the organization. Those obligations include:

- Attend all board and committee meetings and functions, and come prepared to participate.
- Stay informed about board and committee matters; review and comment on minutes and reports.
- Stay informed about the organization's mission, services, policies, and programs.
- Keep up-to-date on developments in the organization's field.
- Follow developments in the community, economy, government, etc. that may affect the organization.
- Serve on committees and offer to take on special assignments.
- Make a personal contribution (time and thought) to the organization.
- Participate in organizational fundraising.
- Inform others about the organization.
- Get to know other members; build working relationships that contribute to consensus.
- Suggest nominees to the board who can make significant contributions to the work of the board and the organization.
- Follow conflict of interest and confidentiality policies.
- Assist the board in carrying out its fiduciary responsibilities such as reviewing the organization's annual financial statements.
- Participate actively in the board's annual evaluation and planning efforts.

Selection:

- Board members have no individual authority separate of the board.
- Board members are expected to support decisions of the board, regardless of personal desires and/or opinions.

Board Member Job Descriptions

Besides being members of the board, several board members will be asked to take on additional responsibilities as office holders and/or committee members. Here are some of the responsibilities associated with specific board positions:

President (Officer)

- Serves as the chief volunteer of the organization.
- Is a partner with the Livermore Valley Tennis Club ownership in achieving the organization's mission.
- Provides leadership to the board.
- Chairs meetings of the board after developing the agenda with the board.
- Encourages the board's role in strategic planning.
- Supports elected committee chairs, in consultation with other board members.
- Serves ex officio as a member of committees, and attends their meetings when invited.
- Discusses with the club owners issues of concern to the board or the organization.
- Helps guide and mediate board actions with respect to organizational priorities and governance.
- Monitors financial planning and financial reports.
- Plays a leading role in fundraising activities.
- Informally evaluates the effectiveness of the board members.
- Evaluates annually the performance of the organization in achieving its mission.
- *Approximate time commitment per month: variable*

Vice President (Officer)

- Is typically a successor to the President.
- Performs VP responsibilities when the President cannot be available.
- Works closely with the President and other board and members.
- Participates closely with the President to develop and implement officer transition plans.
- *Approximate time commitment per month: 5hrs*

Treasurer (Officer)

- Manages the finances of the organization.
- Administrates fiscal matters of the organization.
- Delivers Treasurer's Report to the board on a monthly basis.
- Provides the annual budget to the board for approval.
- Ensures development and board review of financial policies and procedures.
- *Approximate time commitment per month: 10hrs*

Secretary (Officer)

- Maintains records of the board and ensures effective management of organization's records.
- Manages minutes of board meetings.
- Oversees membership registration records.
- Ensures minutes are distributed to members shortly after each meeting.
- Is sufficiently familiar with legal documents (e.g. articles, by-laws, IRS letters) to note their applicability during meetings
- *Approximate time commitment per month: 5hrs*

Head Coach (Officer) - new

- Participates closely with the President to develop programs and team policy.
- Represents the coaching staff on the board.

- Provides monthly Coaches' Report to the board during board meetings.
- Works closely with the President and other board members.
- Ensures program consistency throughout transitions in board officials over time.
- *Approximate time commitment per month: 4hrs*

Membership Representative (Officer) - new

- Oversees and delivers membership materials (i.e, Membership Summary, Parent Handbook, etc.), facilitate meetings (New Parent Meeting(s)), and provide guidance on membership marketing and promotions.
- Works in partnership with the LVTC club and board as point of contact for current and future members providing program information.
- *Approximate time commitment per month: 6hrs*

Fundraising Representative (Officer) - new

- Works under the direction and in concert with the board on fundraising events.
- Coordinates fundraising events, ensuring successful and enjoyable fundraising events.
- Maintains fundraising and volunteer credits (service credit) records on team web site in an accurate and timely manner.
- *Approximate hours per month: 6hrs*

Lead Volunteer Positions Job Descriptions

Pacific Swimming/Zone 2 Representative

- Attends monthly Zone 2 meetings representing LAC.
- Communicates pertinent and timely updates from Zone 2 meetings to the board.
- Provides leadership to LAC's Pacific Swimming group of Officials.
- Attends board meetings, as needed.
- *Approximate hours per month: 3hrs*

Media Relations

- Writes news articles and meet summaries about the program.
- Coordinates with various media sources in the publication of team and program events and accomplishments.
- Attends board meetings, as needed.
- *Approximate hours per month: 3hrs*

Event/Volunteer Coordinator

- Responsible for the organization and development of various team functions and events.
- Primary point of contact between LVTC, volunteers, BOD and LAC in carrying out program events.
- Attends board meetings, as needed.
- *Approximate hours per month: 4hrs*

Sources consulted in compiling this information include:

- Ten Basic Responsibilities of Nonprofit Boards. Washington, DC: National Center for Nonprofit Boards, 1996.

- Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members. Washington, DC: National Center for Nonprofit Boards, 1995