

## Board Role

### Policy

The Board of Directors will define its role as:

- Leadership
- Stewardship or oversight
- Managing its own operation as a Board in an effective and time-efficient manner.

Leadership means providing guidance on where the organization is going and how it will get there. The Board will focus on outward vision and the future, rather than the details of service provision, by:

- Directing and inspiring the organization through the establishment, promotion and utilization of a vision, mission, values, policies and long-term directions.
- Encouraging diversity and richness of opinion
- Educating the larger community and promoting the organization and its work
- Using that broader public platform to enhance the work of the organization e.g. by recruiting Board members with diverse talents and viewpoints

Leadership also includes taking the lead in dealing with issues and problems including crises as they arise.

Stewardship or oversight means monitoring the work of the organization through the Executive Director to ensure it operates effectively as a human service provider and is financially viable. The Board will distinguish between Board and employee roles by:

- Establishing clear boundaries between those areas reserved exclusively for the Board and those delegated to the employees through the Executive Director
- Providing guidance on areas of overlap between the Board and the Executive Director, such as leadership, policy development and committees
- Conducting its affairs based on policies developed and approved by the Board
- Approving, monitoring and evaluating the work of employees by approving, monitoring and evaluating the work of the organization through the Executive Director
- Not becoming involved in areas of staff responsibility
- Not engaging staff without the prior agreement of the Executive Director, and then only in support of the fulfilment of Board functions.

Managing its operation means addressing all areas of effective Board functioning, including recruitment, structure (Officers, committees), job descriptions, policy development, meetings, planning, decision-making and relations with the Executive Director.

The Board will fulfill its role by using the Board Policy and Procedures Manual for guidance.

### Procedures

The Board will evaluate its fulfilment of its role on a yearly basis and will review and adjust its role as needed based on that evaluation. See the Board Performance Evaluation policy for more information.

# Role of Individual Board Members

## Policy

Board members will be clear on their individual roles and will fulfill the various duties expected of them.

## Procedures

Each Board member will:

- Prepare for meetings by reading and considering the agendas and background documentation in advance.
- Attend regular Board meetings and participate in deliberations by asking questions, expressing views and suggestions, making or seconding motions and voting.
- Attend and participate in special Board meetings, strategic planning sessions and Board development events.
- Accept appointment to Board committees as a member or chair, attend committee meetings and assist in carrying out committee work. Chairs will spearhead the development of year plans for the committee, prepare agendas and motions for Board consideration, and create annual reports if required.
- Accept or volunteer to perform other duties for the Board. These may include serving as an Officer, undertaking a special project, representing the Board on an external body, or assisting in fundraising.
- Seek information necessary to understand issues pertinent to the Board and to contribute meaningfully to discussions.
- Attend social, public information and education, fundraising and other events sponsored by the organization.
- Represent and promote the organization and its clientele at community events.
- Identify people in the community who have the background and skills needed by the Board and bring them forward to the Board for consideration.