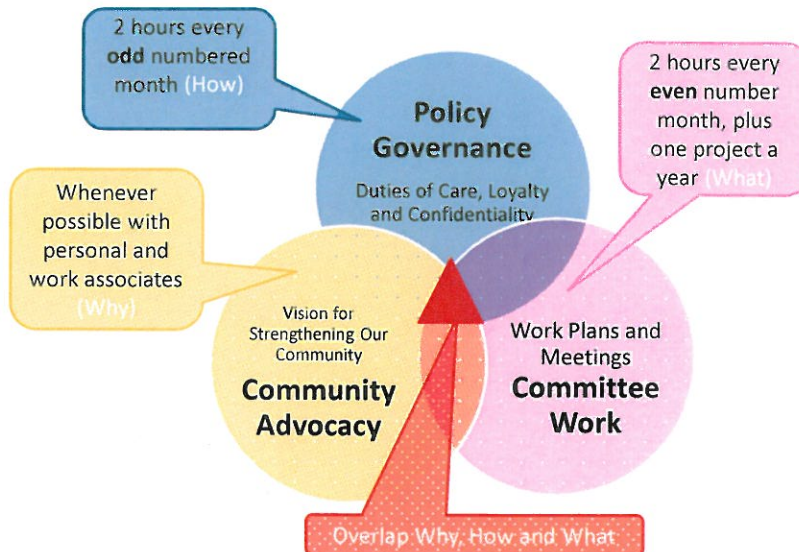
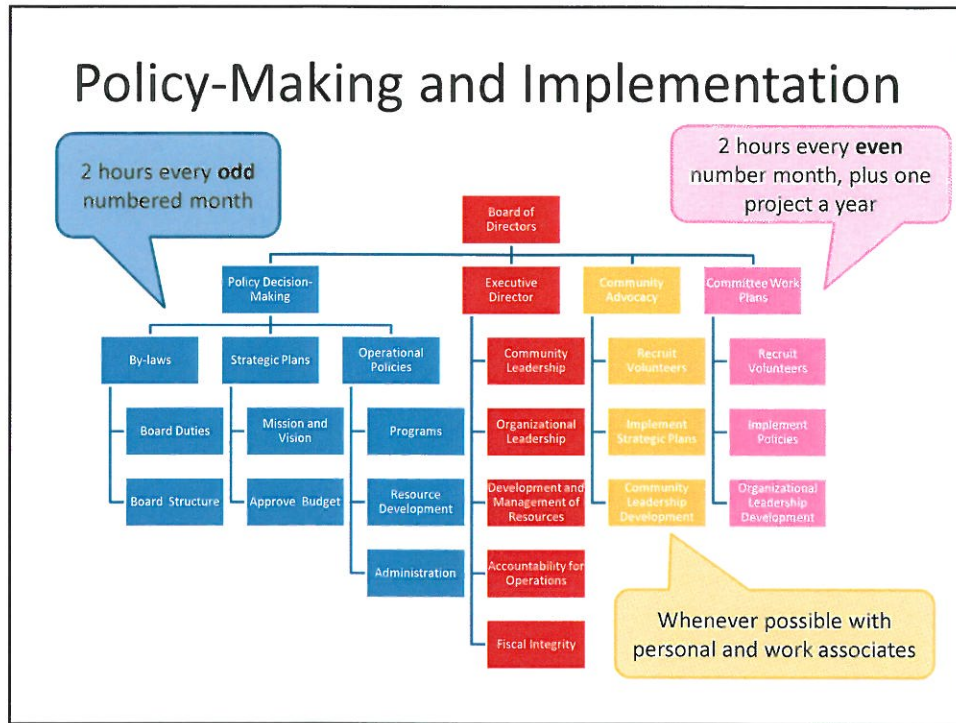


## Board Functional Responsibilities



## Board Functional Responsibilities





## Carver's Policy Governance® Model in Nonprofit Organizations

by John Carver and Miriam Carver

- ... the board exists (usually on someone else's behalf) to be accountable that its organization works.
- The board is where all authority resides until some is given away (delegated) to others.
- This simple total authority-total accountability (within the law or other external authorities) is true of all boards that truly have governing authority.

## SAUW Definitions

- **Purpose:** Define board governance policy as any decision that is required by law and external authorities and that has not been specifically delegated to the officers, Executive Director, one or more committees or some combination. This board policy will provide guidance on when and how each type of decision will be approved, reviewed and revised.
- **Policy:**
  - SAUW Board Policy-decisions that cannot be delegated to include the Board By-laws, high level strategic focus and direction of the organization and the hiring of the Executive Director.
  - The board as a group or as individuals cannot delegate the specific duties of care, loyalty, and/or confidentiality. The Board may define specific decision that can be made by a committee, the Executive Director and staff by policy.
  - All Board policies will be reviewed by a Board Committee before being submitted to the Board for review and approval.
  - All Board policies will need to be reviewed and updated at least every two years and should be revised periodically as Board policies are changed.

## The Complementary Roles of Governance and Managing<sup>1</sup>.

**Effective directors understand governing and managing are complementary but separate functions.**

- The Distinctive Characteristics of Managers and Directors
- Primary Functions of Directors
  - Major Policy Formation
  - (Policy) Decision-Making
  - Oversight Responsibilities
- Management Responsibilities to Directors
- The Red Flags of Micromanagement

1. Mize, John W., The 8 Principles of Effective Governance: A Handbook for Directors of Nonprofit Organizations, 68-78, 2005.

## Executive Director Primary Functions:

- **Community Leadership**
  - Provides collaborative leadership for and with community partners, leaders, and agencies.
- **Organizational Leadership**
  - Participates in partnership with the Board of Directors in setting organizational direction, developing organizational goals and operational plans, and achieving agreed on results.
- **Development and Management of Resources**
  - Oversees growth and management of United Way's human and financial resources.
- **Accountability for Operations and Fiscal Integrity**
  - Maintains accountability for the overall operational and fiscal integrity of the organization within the policies set by the Board of Directors.

## **Core Competency Priorities:**

Established by Board Survey in May 2012.

- **Impact Strategies, Resources and Relationship Management Importance**
  - Coalition Building: The ability to explain, advocate and articulate facts and ideas in a persuasive manner and to negotiate with individuals and groups both internally and externally
- **Demonstrates Business Acumen Importance**
  - Strategic & Operational Planning: Determining long term objectives and strategies for meeting goals, allocating resources according to priorities, determining how to use personnel and resources efficiently to accomplish a task or project; and anticipating obstacles
- **Community & Organizational Leadership Importance**
  - Visioning & Strategic Thinking: Thinks long term, stretching horizons and challenging imaginations to develop an image of how United Way and the community should work, creating a vision that captures minds and energizes others to commit to the vision
- **Models Exemplary Values and Personal Attributes Importance**
  - Integrity: Consistently honoring commitments and taking responsibility for actions and Words

## **Executive Director Goals for 2012**

- **With the completion of the SAUW's Vision for 2020 for growth, people and discipline Andy has identified the following areas for continued improvement:**
  - Simplify and streamline community messaging and organizational communication
  - Stay focused on the core goals and benchmarks prioritized for 2012 to 2014, and
  - Increase motivation, utilization and effectiveness of all volunteer activities.

## Key Areas of Board Oversight<sup>1</sup> and SAUW Committee Functions

- Strategic Planning – UPC, CET and CC
- Quality of service – UPC, CET and CC
- Personnel Practices – HR
- Legal and Regulatory Requirements – Audit/SOE
- Risk Management – Audit/SOE
- Financial Practices – Finance

1. Mize, John W., The 8 Principles of Effective Governance: A Handbook for Directors of Nonprofit Organizations, 68-78, 2005.

## Effective Directors Are Servant-Leaders of the Organization<sup>1</sup>.

- Characteristics of Servant-Leaders
  - Good Listeners
  - Empathy
  - Continuous Improvement
  - Awareness
  - Persuasion
  - Conceptualization
  - Good intuition
  - Stewardship
  - Commitment to the Growth of People
  - Building Community

1. Mize, John W., The 8 Principles of Effective Governance: A Handbook for Directors of Nonprofit Organizations, 68-78, 2005.