

## **JOB DESCRIPTION** **BOARD DIRECTOR**

Each board director has general duties and responsibilities that subsequently combine to generate the level of effectiveness and the quality and character/integrity of the Share board. The board members' job description is a collection of duties and responsibilities derived from the agency's Bylaws. They are as follows:

- To review policies and mission with staff participation
- To adopt and update bylaws
- To review agency goals and objectives ~ short and long term
- To monitor and evaluate agency budget
- To assist in the planning and raising of funds for meeting budget objectives
- To recognize legal responsibilities and limitations
- To serve as an advocate of the agency in the community

To successfully accomplish these duties and responsibilities, Share board members are expected to:

- Attend every meeting and actively participate
- Come prepared to meetings: read minutes and other information from staff prior to meetings
- Be prepared to make decisions
- Keep an open mind
- Hold each other accountable.

## **STATEMENT OF INDIVIDUAL BOARD DIRECTOR'S RESPONSIBILITIES**

Those who serve on the board of a nonprofit organization have responsibilities different from, but complementary to, those of the board itself. The obligations of board service are considerable -- they extend well beyond the basic expectations of attending meetings and participating in fund-raising initiatives and personal giving.

An interesting paradox, however, is quickly apparent as part of the ambiguity that shrouds volunteer directorship. On the one hand, board members, as individuals, have no special privileges, prerogatives, or authority; they must meet in formal sessions to make corporate decisions. On the other hand, individual board members are expected to meet higher standards of personal conduct on behalf of their organization than those usually expected of other volunteers.

A clear statement of individual board member responsibilities adapted to the organization's needs and circumstances can serve at least two purposes: it can help with the process of recruiting new board members by clarifying expectations before candidates accept nomination; and it can provide criteria by which the committee responsible for nominations can review the performance of incumbents who are eligible for reelection or reappointment.

Prospective and incumbent board members should commit themselves to:

### ***General Expectations***

- \* Know the organization's mission, purposes, goals, policies, programs, services, strengths, and needs.
- \* Suggest possible nominees to the board who are clearly women and men of achievement and distinction and who can make significant contributions to the work of the board and the organization's progress.
- \* Serve in leadership positions or undertake special assignments willingly and enthusiastically when asked.
- \* Avoid prejudiced judgments on the basis of information received from individuals and urge those with grievances to follow established policies and procedures through their supervisors. (all matters of potential significance should be called to the attention of the executive and the board's elected leader as appropriate).
- \* Follow trends in the organization's field of interest.
- \* Bring a sense of humor to the board's deliberations.

### ***Meetings***

- \* Prepare for and participate in board and committee meetings, including appropriate organizational activities.
- \* Ask timely and substantive questions at board and committee meetings, consistent with their conscience and convictions, while supporting the majority decision on issues decided by the board.
- \* Maintain confidentiality of the board's executive sessions, and speak for the board or organization only when authorized to do so.
- \* Suggest agenda items periodically for board and committee meetings to ensure that significantly policy-related matters are addressed.

### ***Relationship with Staff***

- \* Counsel the executive as appropriate to offer support in his or her often difficult relationships with groups or individuals.
- \* Avoid asking for special favors of the staff, including special requests for extensive information, without at least prior consultation with the executive, board, or appropriate committee chairperson.

### ***Avoiding Conflicts***

- \* Serve the organization as a whole rather than any special interest group or constituency.
- \* Avoid even the appearance of a conflict of interest that might embarrass the board or the organizations, and disclose any possible conflicts to the board in a timely fashion.
- \* Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate, even though not necessarily obliged to do so by law, regulation, or custom.
- \* Never accept (or offer) favors or gifts from (or to) anyone who does business with the organization.

### ***Fiduciary Responsibilities***

- \* Exercise prudence with the board in the control and transfer of funds.
- \* Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.

### ***Fund Raising***

- \* Give an annual gift according to personal means.
- Assist the development committee and staff by implementing fund-raising strategies through personal influence with others (corporations, individuals, foundations).

## **CRITERIA FOR SHARE BOARD AND COMMITTEE MEMBERSHIP**

- A commitment to the mission and goals of Share
- A commitment of time and active involvement
- An ability to form judgments and contribute to a decision-making process
- An interest in the community
- A combined diversity of race, religion, area, age, skills.

## **NOMINATING COMMITTEE PROCESS**

Procedures for selecting potential nominees to replace Board members who resign or retire or to expand the board:

- First: Solicit prospective nominee names
- Second: Send invitations to nominees for participation in initial orientation  
Send nominees with a packet of information regarding Share; i.e., Mission, goals, programs, Board and Committee procedures
- Third: Nominating Committee Reviews Applicant Forms & meets with applicant
- Fourth: Nominating Committee makes recommendation(s) to the Board
- Fifth: Election of new Board members
- Sixth: Notify and inaugurate new Board members.

# COMMITTEES OF THE BOARD OF DIRECTORS

Share is a not-for-profit membership corporation. The Board of Directors is primarily responsible for policy making and the general well being of the corporation. The Board delegates most of its responsibilities to committees. Each committee has a special job to accomplish. Committees generally meet monthly with specific tasks requiring additional time. On the average, committee involvement takes two to five hours per month.

**Financial:** To maintain and oversee the finances of Share.

**Fund Development:** To design a plan to help Share secure an increasing proportion of its income through its own efforts. To provide leadership to the Board in carrying out that plan.

**Executive Committee:** To provide leadership to the board serving as officers. To develop and keep current personnel policies consistent with Share goals.

**Community Relations/Marketing:** To develop a plan for educating the Board and community to Share's public affairs. To speak out on issues of concern to Share. To actively market Share through newsprint, social media, and personal contact.

**Board Relations:** Responsible for recruiting, screening and recommending new board directors to the board. Links new board directors with information and board mentors. Develops a slate of candidates for officer positions and implements the vote. Meets on an as needed basis.

**Human Resources:** Review employee handbook and policies. Evaluate and recommend the benefit package to the finance committee. Provide support to staff when major issues arise.

## Our Mission Statement

The mission of Share is to lead the hungry and homeless to self-sufficiency by providing food, shelter, housing, education and compassion through the strength of our community.

## Our Vision Statement

Share envisions a community without hunger, where all people have safe and adequate housing and the skills to enhance their quality of life.

### **2015 – 2020 Strategies and Goals**

#### **Strategic Focus – Fund Development**

Share will raise funds to build capacity and sustainability while meeting the needs of the hungry, homeless and low income people in our community. Reliable sources of income will be developed to sustain the organization, volunteers will be recruited and managed to best serve Share, and a marketing, fundraising, and communication plan will address the long term viability of Share.

- Create and implement a strategic, comprehensive fundraising plan
- Commit to outstanding donor recognition

#### **Strategic Focus – Human Resources**

Share, in recognition of the value of our staff who professionally and compassionately fulfill the goals of our programs and meet the needs of our community, will strive to excel as an employer.

- Ensure adequate staffing and infrastructure to meet the strategic and operational goals of Share
- Offer a benefit package that employees value and results in job satisfaction with low turnover.
- Maintain a pay structure that at a minimum pays the median salary for each position
- Maintain a year end salary adjustment policy to reward long term staff in financially strong years
- Promote the achievement of work-life balance and wellness for Share employees

#### **Strategic Focus – Affordable Housing/Addressing Chronic Homelessness**

Share will significantly reduce the number of homeless and chronically homeless in Clark County through development and implementation of a county wide affordable housing model.

- Collaborate with public and private land owners to place 45 additional families in affordable units each year for 4 years beginning in 2015.
- Lincoln Place successfully houses 30 of the most critical chronically homeless in our community by 2016.

## **Strategic Focus – Hunger Response**

Share will provide nutritious, accessible food to people living in poverty.

- Enhance child nutrition during the school year by offering fresh food pantries at schools in which over 65% of the students qualify for free or reduced lunches
- Increase by 50% fresh food pantries at schools where Share is already providing backpacks to children
- Create a comprehensive mobile food service model during the summer to bring food to children who reside at low-income apartment buildings, choosing apartments nearby schools in which over 65% of the students qualify for free or reduced lunches
- Add one new site per summer (as long as the need increases) for a total of 5 sites over the next 5 years
- Focus on using the My Plate structure for providing nutritious meals and greatly reduce the number of desserts offered through the Hot Meals Program

## **SHARE'S PRIORITY**

To have the resources to meet the needs of our clients with facilities, personnel, programs and services using best practices.

**The Values that are embraced by Share's staff, directors and volunteers are:**

**Advocacy  
Stewardship  
Quality of life  
Relationships**

**Collaboration  
Human Potential  
Education**

**Mentoring  
Accountability  
Innovation**

## ***BOARD MEMBERS' EXPECTATIONS***

People join and stay on boards because they want to be associated with a well-run organization that does not waste their time. This is why many nonprofits tell new board members they should expect to:

1. Get a clear picture of board members' roles before agreeing to serve.
2. Receive a comprehensive orientation/introduction to the institution, key staff and other members.
3. Accept responsibilities that are appropriate to their abilities, interest, influence and affluence.
4. Have questions/requests responded to promptly and thoroughly by staff.
5. Be taken seriously when making suggestions.
6. Be given thorough orientation and training sessions as new and continuing members.
7. Receive information and be kept informed about the mission, vision goals, activity, objectives, budgets and financial position.
8. Have their time respected and maximized.
9. Get communications and reports regularly so they can monitor progress.
10. Be able to voice opinions - good or bad.
11. Know that problem members will be removed if they are not fulfilling their responsibilities.
12. Be given appropriate thanks and recognition.

# BOARD MEMBER APPLICATION

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_ City \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: (Work) \_\_\_\_\_ (Home) \_\_\_\_\_ (Fax) \_\_\_\_\_

Current Occupation: \_\_\_\_\_ Email Address: \_\_\_\_\_

Specialized Training:

\_\_\_\_\_

Organizational Affiliations: (Note any positions held or honors received)  
(Business, Professional, Civic, Educational, Social)

Current: \_\_\_\_\_

\_\_\_\_\_

Former: \_\_\_\_\_

\_\_\_\_\_

Special Awards, Honors, Recognitions: \_\_\_\_\_

\_\_\_\_\_

Areas of Interest to You for Volunteer Involvement with the Share Board: (Committees)

Financial	_____	Community Relations	_____
Fund Development	_____	Membership/Nominating	_____
Human Resources	_____		

Describe Your Personal Interest in Becoming a Share Board Member:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Emergency Notification:

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_ Phone Number: \_\_\_\_\_

## **BOARD MEMBER NOTEBOOKS WILL INCLUDE THE FOLLOWING:**

(New Board Members Will Receive A Notebook Immediately Following Their Election)

### **THREE RING BINDER**

- AGENDA
- BYLAWS
- BOARD MEMBERS' EXPECTATIONS
- BROCHURE(S)
- COMMITTEES
- CORRESPONDENCE
- DIRECTOR'S REPORTS (NEW MEMBERS: LAST TWO (2))
- FINANCIAL STATEMENTS
- FUND RAISERS
- HISTORY OF SHARE
- MINUTES (NEW MEMBERS: LAST TWO (2) MONTHS)
- MISSION STATEMENT AND GOALS
- NEWS ARTICLES (NEW MEMBERS: LATEST ARTICLES)
- NEWSLETTERS (NEW MEMBERS, LAST TWO)
- ORGANIZATION CHART
- ROSTER OF CURRENT BOARD MEMBERS
- NAME TAG AND BUSINESS CARDS (NEW MEMBERS)