



Roles and Responsibilities of Board Members

Board members do not have power individually. A board's decision-making function lies in its group structure.

General roles and responsibilities	
Role/responsibility	Description/explanation
1. Determine the organization's mission & purpose	A commitment to the organization's mission should drive the board's sense of public accountability.
2. Select the chief executive	Choosing the chief executive has the greatest impact on the organization's development and effectiveness. While others may be involved, the final decision rests with the board.
3. Provide proper financial oversight	The full board is traditionally responsible for helping to develop and approve the annual budget and the board monitors implementation of the budget. Boards also review the annual audit.
4. Ensure adequate resources	One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. Staff implements the fundraising plan that the board has approved; however, board members also do fundraising.
5. Ensure legal and ethical integrity & maintain accountability	The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. The board establishes policies to guide the organization's board members and staff and adheres to the provisions in its bylaws and articles of incorporation.
6. Ensure effective organizational planning	The planning process enables the board and staff to translate the broad mission of the organization into objectives and goals that can be measured and accomplished. Planning occurs at various levels within the organization.
7. Recruit and orient new board members & assess board performance	Boards must be vigilant about bringing fresh voices to the board of directors and be clear about their needs and requirements to prospective members. It is also important for boards to orient new members to the organization as well as to board work to be effective. Finally self-reflection is a must for improvement.
8. Enhance the organization's public standing	Board members serve not only as a link between the organization's staff or volunteers and its members, constituents, or clients, but also as the organization's ambassador, advocates, and community representatives. Transparency and accountability are key.
9. Determine, monitor, and	The board's fundamental responsibility begins with the question of whether current programs and



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strengthen the organization's programs and services	services are consistent with the organization's stated mission and purpose. What the organization does for its members, constituents, or clients determines its significance as a social institution.
10. Support the chief executive and assess her performance	The chief executive needs consistent moral and substantive support from the board. The board and chief executive should agree on annual goals and objectives that become the basis for the review process.

Source: *Ten Basic Responsibilities of Nonprofit Boards*, Richard Ingram, 2003

Additional requirements for Affinity board members

- Contribute financially to the organization
- Serve as a liaison to a committee or ongoing initiative
- Sell tickets to Affinity events
- Participate in planning activities
- Attend Affinity programs