



OVERVIEW OF BOARD DUTIES

1. The board engages in strategic planning
 - a. The board focuses on the long-range strategic issues confronting the organization
 - b. Each board member understands the organization's strategic plan and vision
 - c. Each board member participates in a periodic strategic planning retreat, with particular focus on the organization's vision, mission, goals and objectives
 - d. The full board approves the final strategic plan, including financial projections for the period of the plan
2. The board determines the organization's mission and purpose
 - a. Each board member knows and understands the mission
 - b. The entire board reviews the mission in the context of strategic planning at least every three years
3. The board approves and monitors the organization's programs and services
 - a. Each board member understands the organization's current programs and services
 - b. The board specifies what information it needs on an ongoing basis to monitor the quality and impact of programs and services (e.g., statistics, outcomes, financial charts, etc.)
 - c. The board reviews and approves new programs
 - d. During planning and/or budgeting, the board reviews existing programs and evaluates their effectiveness at achieving the outcomes desired within the plan
 - e. Develops personnel policies, which include setting policy regarding salaries, benefits and grievance procedures.
4. The board ensures effective financial management
 - a. The full board understands the charge of the Executive Director and the Treasurer.
 - b. The full board approves the annual budget on the recommendation of the Treasurer
 - c. The full board receives monthly financial reports
 - d. The Board Development Committee seeks members with financial skills
5. The board selects and supports new board members
 - a. The board has a Board Development Committee
 - b. The Board Development Committee – see duties
6. The board organizes itself so that it operates efficiently
 - a. The board assigns to a committee the responsibilities for overseeing and evaluating board operations
 - b. The board president and committee chairs ensure that their method of planning and conducting meetings results in efficient and effective meetings with appropriate participation by the board
 - c. Committee chairs understand their charges and develop annual goals and work plans
 - d. Committee chairs attend all board meetings (or appoint a team member if unable to attend themselves)
 - e. Committee chairs ensure that correspondence is forwarded to the Secretary and/or Board in a timely manner
 - f. Committee chairs maintain a record of committee meetings and activities
 - g. Committee chairs build succession plan and provide committee information to their successor
7. The board enhances the organization's public image
 - a. Each board member proactively promotes the organization within his / her circle of contacts
 - b. The board ensures that a marketing communication plans exist, has adequate resources, and is being implemented



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LEGAL OBLIGATIONS OF BOARD MEMBERS

The Reasonably Prudent Person will avoid:

- Mismanagement
 - Failure to follow fundamental management principles, e.g., failure to ensure that planning occurs, failure to review reports for problems.
- Non-management
 - Failure to use existing opportunities for good management, e.g., failure to use available accounting control systems to insure proper management of funds.

The Principle of Good Faith states that board member should:

- Attend all board and committee meetings regularly
- Have a thorough knowledge of the organization's charter and by-laws
- Observe corporate affairs and keep informed of general organizational activities
- Ensure that minimum legal/technical requirements are met
- Avoid the semblance of self-dealing or conflict of interest

RIGHTS OF VOLUNTEER BOARD MEMBERS

- To be fully informed about the responsibilities, time commitment, organization, etc
- To have opportunities for orientation and continuing board training which will assist the board member in functioning effectively
- To be kept fully informed through accurate financial reports, management reports, regular and thorough briefings about the operation of the organization
- To expect that volunteer time will not be wasted by lack of planning, coordination and cooperation within the organization or within the board
- To be assigned jobs that are worthwhile and challenging with freedom to use existing skills or develop new ones
- To be trusted with confidential information that will help the board member carry out assignment and responsibilities
- To be recognized at appropriate times for one's work and involvement as a board member

REQUIREMENTS FOR BOARD MEMBERS

- A demonstrated interest in the organization's mission and goals
- Specific experience and/or knowledge in at least one area of committee responsibilities
- A willingness to expand knowledge or board responsibilities through orientation and ongoing training
- A willingness to represent the organization to the community
- Six to ten hours per month, distributed approximately as follows:
 - 2-3 hours Board Meetings (preparation and attendance)
 - 1-3 hours Committee meetings (preparation and attendance)
 - 3-4 hours Completion of assignments



BOARD MEMBER AGREEMENT

I accept responsibilities for ALL of the following:

Time Commitment:

- attend all Board meeting and committee meetings unless a compelling reason prevents me, in which case I will do my best to find my replacement
- arrive ten minutes early for Board meetings so we can begin on time
- attend Board orientation and training sessions
- complete assignments and prepare for meetings

Participation:

- perform the duties of my position to the best of my abilities
- check my email on a regular basis and read the minutes within 72 hours of receiving them and respond to the Secretary with approval or corrections
- participate in meetings and ask appropriate questions when needed
- serve on at least one committee as a part of my board role
- work with my team (where applies) to help them feel like contributing valued members of our organization
- empower others on my team to be competent to take on my position when I leave the Board
- act as an advocate for the organization to the outside public
- hold as confidential the matters we discuss at meetings

Knowledge and Preparation:

- educate myself on the organization's purpose, history and needs
- keep current on the outside trends affecting this organization
- keep current on the role and responsibility of board involvement

I agree to be open to having this Board experience be life enhancing, professionally beneficial, and a tremendously fun time!

I have read and agree to this commitment as a member of the Board of Directors.

Signature _____

Date _____

Print name _____