

All officers and committee chairs

- Commit to achieving the organization's mission and its greater vision in serving the community
- Understand the organization's critical issues, including key strategic opportunities and challenges
- Work in collaboration with other officers and committee chairs and chief executive to advance the organization financially and strategically
- Set a leadership example for board of directors in focusing time and attention on advancing the organization financially and strategically
- Attend board meetings
- Serve on executive committee and attend meetings

Chair

- Serves as chief volunteer officer, leading and guiding the board in governing the organization for strategic and financial success
- Works in partnership with chief executive to identify key institutional opportunities and challenges
- Focuses the board's time and attention – especially in board meetings - in addressing the most vital strategic and financial issues in order to advance the organization
- Presides at board and executive committee meetings
- Serves as ex-officio member of all committees
- Is a role model as a donor, fundraiser, and advocate for the organization – making introductions and helping to build networks of influence
- Conducts annual performance evaluation of chief executive; ensures appropriate compensation for chief executive; oversees executive search in the event of a search
- Works with Governance Committee (Nominating) to build a strong board by helping to identify, cultivate, and recruit new board members
- Ensures ongoing or periodic board self-assessment process through the Governance Committee
- Consults with chief executive to appoint committee chairs and determine who will serve on committees
- Ensures effective financial planning and reporting, and annual audit

Vice Chair

- Works in close collaboration with the board chair and chief executive to help focus the board's time and attention in advancing the organization strategically and financially
- Understands responsibilities of board chair and is able to perform these duties in chair's absence
- Carries out special assignments as requested by board chair
- Vice chair might also serve as a committee chair
- Vice chair might be considered a strong candidate for succession to chair position, but not necessarily

Secretary

- Prepares minutes for official meetings and maintains official corporate records (minutes can be drafted by staff and reviewed by secretary of the board)
- Ensures that essential records and archives are preserved and accessible
- Ensures proper conduct of official meetings, consistent with bylaws
- Signs official documents
- Affirms compliance with laws of the state, the charter and bylaws and standing resolutions
- Ensures periodic review of the bylaws by the board, and makes revisions to take account of changing conditions
- Ensures ethical and legal integrity and accountability of organization
- Should be an attorney (and ideally from a law firm that will provide pro-bono legal services to the organization)

Treasurer

- Ensures sound financial planning and reporting
- Presents financial reports to the board at least quarterly – ensuring that the reports are clear, understandable and accurate – that board members understand the implications of the organization’s financial status and that key matters are highlighted and addressed
- Presents the annual budget to the board – focusing the board’s attention on key matters that have strategic, financial, governance, and fundraising implications
- Chairs the board finance committee
- Work in close collaboration with the chief financial officer under the auspices of the chief executive
- Should have a financial background

Note: Chair of Audit Committee should have a financial background, be separate from Treasurer, and not serve on the Finance Committee. Role of the Audit Committee is to select the auditor for recommendation to the full board; meet with auditor on annual basis; and ensure that a proper audit is conducted and presented to board.

Committee Chairs

- Lead and guide work of committees
- Report directly to board chair and work in full collaboration with the chief executive and any key staff he or she assigns to the committee
- Collaborate with chief executive and chair to identify key issues for committee study and deliberation and to set committee agendas
- Ensure that committee members are properly and well informed, that meetings are productive and records maintained as needed
- Assign tasks to committee members as appropriate
- Report to board regarding committees’ deliberations and recommendations (reports to the board can be brief and written so that board meetings can be streamlined to focus discussion time on the key strategic issues)