

All boards need to develop a policy like this – adopt it and then enforce it. This document uses the terms “board member” and “board of directors,” referring to the governing group. Other organizations use other terms, e.g., trustee, governor, board of trustees, board of governors... whatever. The intent is the same.

Performance expectations of you, the individual as a board member

Each Board member of our organization affirms the expectations outlined here and strives to perform accordingly. We treat all Board members the same when it comes to these expectations.

These expectations are clearly articulated during the recruitment process. We accept the candidate as a nominee or appointee only after s/he has agreed to fulfill these expectations. And, by accepting nomination or appointment, the individual confirms that this board service is one of his / her top volunteer and giving commitments.

Specific performance expectations are:

1. Believe in and be an active advocate and ambassador for the values, mission and vision of the organization.
2. Work with fellow Board members to fulfill the obligations of Board membership as articulated in the job description of the Board of Directors, in these performance expectations, and in keeping with all other policies.
3. Act in a way that contributes to the effective operation of the Board – and work with fellow Board members and staff to assure that the Board functions well. This includes – but is not necessarily limited to the following:
 - a. Focus on the good of the organization, independent of personal agenda, self-interest, or the influence of others.
 - b. Maintain confidentiality of committee, board, and organization work unless authorized otherwise.
 - c. Support Board decisions once these are made.
 - d. Participate in appraisal of own performance and the performance of the Board and its committees.
 - e. Support the organization’s policies and procedures for conducting business.
4. Regularly attend Board and committee meetings. Prepare for these meetings by reviewing materials and bringing the materials to meetings. Use conversation as a core business practice, asking strategic questions and participating in dialogue.
5. Keep informed about the organization, its issues, and its connection to the community through active participation within the organization and conscientious connection outside the organization.
6. Help support the charitable contributions operation of the organization. Specifically:
 - a. Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
 - b. Give an annual financial contribution to the best of personal ability. Consider this organization one of your top 2 – 3 charitable commitments. If the organization launches a capital program, give to that, too.
 - c. Participate in the fund development by taking on various tasks tailored to your comfort and skills.
7. As appropriate, use personal and professional contacts and expertise¹ to benefit the organization, without compromising ethics or trespassing on relationships.
8. Be available to serve as a committee or task force chair or member. Be a prepared and active participant.
9. Inform the Board of Directors of the organization of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
10. Respect the authority of the chief executive officer and staff; and, adhere to the limitations of the Board, its committees and individual Board members.
11. Agree to step down from Board position if unable to fulfill these expectations.

¹ Each candidate is invited to join the Board in order to provide specific expertise to the governance process. The individual is informed of this need – and agrees – prior to nomination or appointment.