

▶ Executive Director

This position holds substantial authority for the day-to-day management of this agency.

Key responsibilities include:

Personnel management:

Recruitment, hiring, coaching and counseling, discipline and dismissal of agency employees should be conducted professionally and in a timely way, ensuring that all employees are aware of their job performance and have the guidance to improve their performance over time.

Agency performance:

- Programs will be developed based on research and industry best practices.
- Delivery of programs will focus on quality, service to the client base and respect for individual rights and privacy.
- Results will be measured using outcomes-based indicators and reported on a consistent basis to the board, staff, funding sources and other key constituents.
- Community needs should be periodically determined through valid measures that include current and potential clients.

Financial management:

Agency revenues and expenses should be managed within the annually board-approved budget. Focus should include accountability, profitability and good stewardship of contributions and grants. Appropriate contingency plans should be in place to address unanticipated changes in income and expenses.

Board relations:

As the primary liaison to the board regarding day-to-day operations, good relations should be maintained with the board, keeping a professional distance but ensuring that board members are aware of current situations and potential situations that could impact the results and reputation of the agency. Linkage between the strategic plans developed by the board and the day-to-day operations of the agency will ensure consistent expectations for the agency's performance and direction.

Community and donor relations:

Maintain the agency's good reputation within the local community and the broader donor community through effective communications, public relations and advocacy for the agency.

▶ Board Member

Board members are responsible for ensuring effective and fiscally sound programs and operations. They do this by providing leadership, advice and direction to the staff and volunteers of the organization.

Duties and Responsibilities:

- Prepare for each Board of Directors meeting by reading material distributed prior to the meeting.
- Attend all regular and special Board meetings and participate in the proceedings.
- Serve on at least one committee and actively participate in meetings of that committee.
- Maintain knowledge of current programs and staff of the organization.
- Make a personal financial contribution to the organization of at least \$____ per year.
- Solicit the financial support of others, including employers and friends.
- Share resources and talents with the organization, including expertise, contacts for financial supports, and contacts for in-kind contributions.
- Serve as an advocate of the organization and its mission.
- Recruit additional committee members and board members for the future.
- Be accessible, at least by phone, to staff and other Board members as needed.
- Contribute at least x hours per month to working for the organization.
- Fulfill commitment within the agreed-upon deadlines.
- Be loyal to the organization.
- Maintain the confidentiality of any information given to the Board of Directors.
- Take the initiative and provide leadership.