

BOARD MEMBER'S HANDBOOK & RESOURCE GUIDE



BOYS & GIRLS CLUBS
OF AMERICA

LEADING EDGE: 2020

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BOARD ROLES AND COMPETENCIES

Board engagement is critical to organizational strength, and effective boards clearly define the role each board member plays in the success of the organization. Strong boards engage their members in the work of the organization, and have members who are viewed as community leaders, with access to people and resources. Strong boards also demonstrate their commitment through their members' financial support, as well as their support of resource development goals.

ROLES OF THE BOARD

The importance of Boys & Girls Club leadership cannot be overstated. Volunteer leaders represent the strength and diversity of local Club boards. They are a reflection of the communities in which they live and work. Their depth of understanding about Clubs is crucial to their power as advocates. As such, the board has three basic roles.

BOARD ROLE 1: ESTABLISH IDENTITY AND STRATEGIC DIRECTION

The board must:

- Determine the Club's organizational values, vision, mission and purpose. It is the board's responsibility to create and review statements of vision, mission and purpose that articulate Club goals, means, organizational behaviors and main constituents.
- Ensure effective planning. Board members must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

BOARD ROLE 2: ENSURE NECESSARY RESOURCES

The board must identify and secure needed tangible and intangible resources, including:

- Sufficient financial and physical resources. One of the board's main responsibilities with the CEO is to ensure the Club has satisfactory financial resources to fulfill its mission, and facilities and other physical resources needed for Club programs. This includes ensuring 100% of board members make a personal, unrestricted financial gift, making face-to-face solicitations; stewarding donors; and cultivating relationships with future donors.
- Select the CEO. When it's time to hire a CEO, boards must reach consensus on the position responsibilities and undertake a careful search to find the most qualified person for the job.
- Build a competent board. All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
- Enhance the organization's public standing. The board should clearly articulate to the public the Club's mission, accomplishments, and goals, and garner support from the community.

BOARD ROLE 3: PROVIDE OVERSIGHT

As individuals, each board member must participate, be informed, promote the Club and safeguard and model organizational values. Board members need to attend meetings and stay engaged in order to:

- Protect assets and provide financial oversight. The board must approve the annual budget and ensure proper financial controls are in place.
- Monitor and strengthen programs and services. The board must ensure current and proposed programs and services are consistent with the Club's mission and monitor their effectiveness.
- Ensure legal and ethical integrity. The board is ultimately responsible for seeing that legal standards and ethical norms are respected.
- Support and evaluate the CEO. The board should ensure the CEO has the moral and professional support he or she needs to further the goals of the Club.

LEGAL DUTIES

According to nonprofit corporation law, a board member must meet certain standards of conduct and awareness about his or her responsibilities to the organization. From a legal standpoint, trustees, officers, or board members of a nonprofit board are held to the following three standards:

- **DUTY OF CARE.** This refers to board members' responsibility to actively participate in decisions on behalf of the Club and to use their best judgment while exercising reasonable caution in doing so. Board members must also be informed so that they can discharge their duties in good faith, using the care that an ordinary, prudent person would reasonably believe under similar circumstances.
- **DUTY OF LOYALTY.** When acting on behalf of the organization in a decision-making capacity, board members must set aside their own personal and professional interests. The Club's needs come first. In addition, it requires board members to exercise their powers in good faith in the best interests of the Boys & Girls Club, rather than their own interest or the interest of another organization.
- **DUTY OF OBEDIENCE.** Board members bear the legal responsibility of ensuring that the organization remains true to the mission and purpose of the Boys & Girls Club by its compliance with all applicable federal and state laws. This responsibility also reiterates the need for the board member to assure the organization is correctly interpreting and implementing all laws and regulations that apply to its status as a nonprofit organization.

These duties are essential to the well-being, effective governance and success of Boys & Girls Clubs. It is each board member's responsibility to be mindful of these duties when making decisions that affect the organization.

Wise governance is a priority for Boys & Girls Clubs of America. This focus by the Board of Directors will ensure the continued health, success and welfare of the organization. BGCA's constitution and Board of Directors' bylaws influence the purpose of the organization and how it will be governed. As a new member of the board, you should use the training and resources available to you through the BGCA intranet, www.bgca.net, or bgcboards.org, where you will find the Board Resource Center and the Spillett Leadership University School of Board Leadership.

PRINCIPLES OF EXCEPTIONAL GOVERNANCE

With so many specific issues, documents and decisions competing for their attention, board members rarely have time to reflect on their overall role within the organization. To ensure the optimal performance of a nonprofit board, each member should understand and adopt the following “best practices” guidelines.

- **THE ROLE OF THE BOARD IS DISTINCT FROM THE ROLE OF THE STAFF.**

In a nutshell, the board's primary role is oversight and guidance; the staff's primary role is management and operations. Of course, the line between oversight and management can be fuzzy at times. Oftentimes, the CEO closely collaborates with the chair and full board on governance issues. The best approach is to see these two important roles as parallel and non-competing. Everyone has the same goal – to fulfill the organization's mission. Each has a specific part to play in achieving it. Being clear about those goals paves the way for a smooth relationship between board and staff.

- **BOARD MEMBERS HAVE THREE “HATS,” BUT ONLY ONE CAN BE WORN AT A TIME.**

These hats represent the three types of functions a board member can have within an organization: governance, implementation, and volunteer.

- Board members wear the *governance hat* when the full board meets to make high-level decisions related to the organization's mission. The board, acting as a unified group rather than separate individuals, sets direction and uses its authority to steer the organization on the appropriate course.
- The *implementation hat* grants specific authority to act on the full board's behalf. It's usually worn when a board delegates a task like selecting a firm to conduct a financial audit, or directing the search for a new CEO. Most boards look to staff to implement its decisions. The same standard applies to tasks the board delegates to a member. When wearing implementation hats, board members act as staff members would: they fulfill the task according to the board's directions.
- The *volunteer hat* is worn when board members serve as organizational volunteers, assisting with operational details such as stuffing envelopes, writing articles, setting up and promoting events, raising funds and so forth. When wearing this hat, they may be accountable to the CEO, staff member or other volunteer. During these volunteer hours, board members must not try to take charge or run the program simply because they are board members.

- **THE BOARD KNOWS WHO THE ORGANIZATION'S STAKEHOLDERS AND PRIMARY BENEFICIARIES ARE.**

Board members need to distinguish between stakeholders to whom the organization is accountable (members, donors, alumni) and those it serves (students, families, community). In some nonprofits, the stakeholders and primary beneficiaries are one and the same. In trade associations, for example, the board is accountable to the members who pay dues, and the association's work also focuses on serving the same group. The board should reestablish clarity around stakeholders and beneficiaries whenever the organization revisits its mission and begins a new strategic planning process.

- **THE BOARD PROVIDES CLEAR DIRECTION.**

Through the guidelines it issues, the formal policies it adopts, and the official stand it takes on issues, the board delineates and communicates the organization's values, vision, mission, purpose and priorities. There should be no question about the organization's ultimate goals.

- **THE CEO IS RESPONSIBLE FOR ACHIEVING GOALS WITHIN PARAMETERS ESTABLISHED BY THE BOARD.**

The board needs one person – the CEO – to assume responsibility for getting the organization to where the board has determined it should be. When the lines of accountability are clear, no one can make excuses. The CEO often hires people to help fulfill those responsibilities, and then holds them accountable in a management system that best fits his or her style. The CEO is a full-time paid employee of the organization.

- **THE BOARD CHAIR MANAGES THE BOARD WITH SUPPORT FROM THE CEO.**

Every team, even one made up of all-stars, needs a leader. The board chair manages the board, and the CEO manages the organization. Research shows that higher-performing organizations have boards and chief executives that work in partnership. When the chair and CEO stick to their respective roles and provide mutual support, the whole organization works better.

- **COMMITTEES SERVE THE BOARD'S NEEDS, NOT THE STAFF'S NEEDS.**

Committees, with the assistance of staff, should speak to the board, not for it. Committees are useful only when they help the board do its work better. When not action-oriented, their primary job is to formulate good proposals for board action. Task forces, which are designed for a specific purpose and dissolved after its charter is accomplished, offer an efficient alternative to committees. Each board member should actively serve on a standing committee or task force.

- **BOARD MEETINGS ARE WELL PLANNED.**

Meetings should include board-friendly materials sent in advance, concise agendas, clear results, and time for board fellowship. Agendas should be approved by consent. Advance preparation can make board meetings productive and enjoyable. Board members like to go home feeling that they made good, informed decisions that will advance the organization's mission. When appropriate, board meetings should be conducted at a Club facility during the time youth programs are underway in order to ensure board members have opportunities to engage in the Club's mission.

- **BOARD MEMBERS ARE CAREFULLY SELECTED, ORIENTED AND TRAINED.**

It takes a deliberate effort to find people with the motivations, values, experience and skills that will help the organization reach new levels of excellence. High-performing boards introduce prospective board members to their responsibilities and expectations, so that candidates are not surprised or disappointed when they begin their jobs. Board orientation and ongoing board education keep members focused on their contributions to organizational success. No matter how professional its staff, a nonprofit organization depends on interested and engaged board members. That's why boards must also assume the responsibility for evaluating their own performance and developing strategies for improvement. Each board member should have a written personal performance plan that is evaluated annually. Board members are encouraged to participate in their Area Council and attend regional and national Boys & Girls Club conferences.

MEASUREMENT FOR BOARD EFFECTIVENESS

- A well-respected community image
- Recruitment and development of community leaders for board service
- A world class on-boarding process to employ high-performing executive talent
- High engagement and partnership between the board and CEO

- Improved organizational performance
- A safe, positive place for youth
- Deeper measurable impact on the youth who need us most in the community

NATIONAL YOUTH OUTCOMES INITIATIVE (NYOI)

NYOI helps BGCA measure the Formula for Impact (FFI) and demonstrates our collective impact on youth. FFI is the road map for achieving the BGCA vision to provide a world-class Club experience; NYOI tells us where we are on the road. It uses common, research-informed indicators and is compatible with local data collection systems. NYOI makes it easy for Clubs, large and small, to demonstrate their success at implementing FFI to stakeholders. Results Clubs glean from NYOI empower them to improve services and do even more for the youth they serve. NYOI components include:

- Adoption of common, research-based indicators
- National Outcomes Survey
- Aggregation of data into a central impact database
- Development of Impact Reports
- Training and technical assistance to Clubs

KEY PERFORMANCE INDICATORS (KPIs)

Key Performance Indicators provide a high-level snapshot of an organization. They are based on a specific predefined series of quantifiable measures that provide a picture of the current organizational capability. KPIs help local boards determine which services and support BGCA should provide to strengthen each organization, measure performance, and support its planning process. KPIs are categorized into six critical areas:

- Aspirations
- Strategic Growth
- Impact
- Finance
- Resource Development
- Board

BOARD RELATIONSHIPS

The Board of Directors represents the organization in all aspects. Therefore, it must be concerned about relationships with individuals, organizations, governmental agencies and groups. The most important of these relationships involve the CEO, Club staff, BGCA, social and civil networks, and groups related to the organization.

RELATIONSHIP TO CEO

The board should regard the CEO as the key professional on matters pertaining to the organization, its administration and Club programs. He or she keeps the board informed with periodic reports regarding need, programs and progress, and assists the board and its committees in the efficient and proper consideration of organizational business. The CEO attends all board meetings in an ex-officio capacity and all committee meetings when he/she is not under discussion. An effective board/CEO relationship calls for mutual respect. The CEO and board members must have confidence that they are all fulfilling their responsibilities and are committed to the overall success of the Boys & Girls Club. The board chair and a select committee should conduct an annual review of the CEO's performance with BGCA's Chief Executive Officer Uniform Performance Management System.

In the event of a CEO transition, ensure that the new CEO is sufficiently supported through their onboarding process with these three core activities:

1. Introduce new CEO to organization and community; facilitate key donor meetings
2. Weekly check-ins (or as needed) to provide strategic guidance and support for organization performance plans
3. Review CEO performance and provide developmental feedback

RELATIONSHIP TO CLUB STAFF

The board's relationship to staff members other than the CEO consists largely of making sure that competitive salaries, benefits and good working conditions exist. All official board communications to staff members should be channeled through the CEO. Provisions should be made for staff members to present grievances to the board, but they must be properly channeled. It is desirable for individual staff members to attend board meetings and special functions occasionally so that board members get to know them. It is also often desirable and appropriate to have employees other than the CEO provide staff support for some board committees.

RELATIONSHIP TO BGCA

This relationship should be based on the understanding that BGCA is a service organization and is available to assist local Clubs in a variety of ways.

Although boards should not hesitate to call on staff at BGCA headquarters for service, they should rely on their Director, Organizational Development (DOD) as the primary contact for guidance and assistance. A close working relationship between local boards and BGCA staff in service centers should be established.

NOTE

Although local Boys & Girls Clubs are autonomous and control their own affairs, BGCA is available to share its extensive experience. Organizations should ensure its professional staff and board members are active users of bgca.net or bgcaboards.org, and attend BGCA training events, including regional and national conferences, Area Councils and other learning opportunities provided through the Boys & Girls Club Spillett Leadership University. In addition, board members should participate in area, regional and national meetings when programs for board volunteers are offered.

A calendar of all BGCA events can be found by visiting bgca.net or bgcaboards.org.

RELATIONSHIP TO UNITED WAY

For organizations who receive funding from the United Way, the Board of Directors is the Boys & Girls Club's final authority in this relationship. As a general rule, Club volunteers should interact with United Way board volunteers, and Club staff should work with United Way staff. The board should assure that the Club submits reports and other information as stated in the working agreement between the two organizations.

Members of the Club board should support United Way efforts, including the annual campaign and service on the United Way Board of Directors and committees. The formal working agreement between the Club and United Way should be reviewed and revised periodically to ensure the needs of both organizations receive equal consideration.

RELATIONSHIP TO SOCIAL AND CIVIC NETWORKS

The board should be represented within community social planning networks. No organization can be isolated in a community and remain effective. It should be aware of other agencies' programs and priorities and meet with other human care agencies to exchange ideas and provide mutual assistance. The Boys & Girls Club program and philosophy should be explained to other agency representatives so they can appreciate the function of the Club. Having a voice in the civic and social planning network will help ensure the Club plays an active role in future community planning.

RELATIONSHIP TO ANCILLARY OR AFFINITY GROUPS

Many Boys & Girls Clubs have ancillary groups within their organizational structure. The board must establish clearly defined and compatible relationships with them. In the case of advisory groups, certain legal relationships are necessary. Limits of authority must be established without discouraging initiative and interest. Alumni groups, parents' clubs, auxiliaries and similar groups should be encouraged and supported. These groups can be of great assistance in aiding the board and staff in doing a better job for Club members. However, a word of caution is necessary. The board should not allow an ancillary or affinity group to supersede it or the CEO; it should work with these groups through the Executive Committee, CEO and other staff.

RELATIONSHIP TO PHILANTHROPIC COMMUNITY

One of the key roles of a board is to assist in raising money for the Club. Each individual board member should also lead by example by making their own contribution to the organization. The board, both collectively and individually, must maintain positive relationships with current funding sources and potential donors, as well as their friends and advisors. These relationships, when nurtured, create the bond that ensures future funding for the organization.

RELATIONSHIP TO COMMUNITY

Our most valuable asset is our good name, and each board member has a role to play in protecting it. Public trust is the single most important asset for any nonprofit entity. Our core promise to America's children and the nation is to provide a safe environment and have a positive impact on young lives while upholding high ethical standards.

RELATIONSHIPS WITH LOCAL, STATE AND FEDERAL GOVERNMENTS

Sound, active relationships with local, state and federal officials and offices can provide avenues for resources and support.

RELATIONSHIPS WITH SCHOOLS

Local schools have many resources that can be imperative to a Club's success. The Club should work alongside local schools towards a common goal of developing children into good citizens and contributors to the community by sharing data, facilities, and other resources.

RELATIONSHIP WITH MEDIA

Advertising and marketing can be a costly matter for a Club. Each community possesses many worthwhile organizations, all of which are competing for good, free advertising and marketing. Your Club has a great message to share and is a valuable community resource. A good relationship with local media can help spread the Club's message and garner community support.

RELATIONSHIP WITH FORMER BOARD MEMBERS

Former board members – especially former board chairs – are an important resource. Each Club should make an effort to keep in touch with former board members. They can provide a valuable look back at history and serve as a Club community advocate.

The board is responsible to the community at large for operating the Club in a businesslike manner and in accordance with Boys & Girls Club standards. The community must be assured that funds contributed are properly handled and that Club members benefit from Club activities. Regular and periodic reports should be made through various communications media. The Club should also occasionally invite the public to attend events at its facility. When positioning Boys & Girls Clubs as a national movement, it is important to use our unique selling proposition, which identifies the common attributes and benefits that define the essence of every Boys & Girls Club and the

Movement as a whole:

- **DEDICATED YOUTH FACILITY:** The Boys & Girls Club is a place. It is an actual building that is designed and used solely for youth programs and activities.
- **DAILY ACCESS/PROGRAMS:** The Boys & Girls Club is open every day after school and on weekends, when kids have free time and need productive outlets.
- **TRAINED PROFESSIONAL STAFF:** Every Boys & Girls Club has a core staff of trained youth development professionals who provide guidance, supervision and serve as role models and mentors.
- **AFFORDABLE TO ALL YOUTH:** The Boys & Girls Club is open to all young people. Dues are extremely low; any child who cannot pay can earn membership through work at the Club. Clubs are able to effectively serve youth from lower socioeconomic backgrounds and neighborhoods, while other youth agencies and services often are scarce or unaffordable.
- **POSITIVE IMPACT:** Boys & Girls Clubs use a unique youth development strategy that has proven effective in positively impacting the lives of youth, especially those who need us most, by building self-esteem and developing values and skills during critical periods of childhood growth.

It is important to remember that any one of these attributes, considered alone, does not adequately define the Boys & Girls Club delivery system. Taken together, however, they constitute an organizational profile that is virtually unmatched by any other youth agency or program.

BOYS & GIRLS CLUBS OF AMERICA

NATIONAL AND REGIONAL STRUCTURE

BGCA establishes standards and recommends methods of operation; develops programs and program materials; helps with plans for buildings and equipment; assists with the recruitment and training of Club professionals; publishes periodicals, booklets and bulletins; develops and implements marketing strategies and publicity; furnishes guidance, plans and materials for Club use; and, in general, promotes the Movement.

Each Boys & Girls Club organization has a voice in the national governance of BGCA through the National Council and has one vote in National Council decisions. The council is composed of delegates elected by the governing body of each member organization and meets annually at the National Conference.

All organizations must meet membership requirements as established by the National Council and pay annual membership dues to BGCA.

NATIONAL BOARD OF GOVERNORS

The Board of Governors of BGCA provides volunteer leadership and support for the ongoing direction of the Boys & Girls Club Movement. The Board of Governors fulfills the following roles:

STRATEGY: Set strategic direction for the future of BGCA, in partnership with senior staff.

GOVERNANCE: Protect and support the culture and values of BGCA by:

- Ensuring legal and ethical integrity
- Exercising fiduciary oversight
- Maintaining accountability to the public
- Evaluating board performance

POLICY AND EVALUATION:

- Establish policies that govern BGCA's operations
- Evaluate organization's adherence to mission
- Ensure that high quality professional leadership is employed

RESOURCE DEVELOPMENT: Ensure adequate resources to fund BGCA's mission by participating in fundraising activities.

NATIONAL TRUSTEES

National trustees serve as an extension of the Board of Governors. This group brings the services of Boys & Girls Clubs of America closer to the grassroots level where they are primarily needed and best understood. Trustees aid in securing financial resources to provide needed services, and guide the growth and development of the Boys & Girls Club Movement in each region.

NATIONAL AREA COUNCIL COMMITTEE

The National Area Council Committee is established under the authority of BGCA's constitution. Its members are appointed by the chair of the Board of Governors and selected to assure broad geographical representation.

To achieve its purposes, the National Area Council Committee:

- reviews recommendations from Area Councils regarding matters to be considered by the Board of Governors for presentation to the National Council;
- provides a body, national in scope, to develop ways to increase the effectiveness of Area Councils;
- considers and recommends ideas, programs and projects to strengthen Area Councils;
- initiates projects and programs for Area Councils;
- reviews the problems of Area Councils and suggests possible solutions; and
- promotes local board volunteer participation in the annual National Conference.

Contact your DOD for information about your Area Council.

AREA COUNCILS

Since 1944, Area Councils have been an important and powerful force in the Boys & Girls Club Movement. They provide grass roots connections for securing and maintaining the interest and active participation of board volunteers nationally and regionally, and assist in securing support for BGCA affairs.

Area Councils are frequently the channels through which ideas, suggestions and proposals flow to the National Council. Conversely, Area Councils are often called upon to implement the programs and initiatives needed to expand the philosophy and aims of Clubs nationwide.

BGCA's Board of Governors officially establishes an Area Council, designating the geographic boundaries in which it will function and the organizations eligible for membership. Board volunteers and CEOs represent member Clubs at

Area Council activities. Each Boys & Girls Club should appoint a board volunteer as an Area Council liaison to keep their organization aware of and involved in Area Council activities.

The purpose of the Area Council is to:

- periodically bring together board members and CEOs of Boys & Girls Clubs within a geographic area to exchange information and discuss plans, programs, methods, trends, challenges, concerns and opportunities;
- work and plan together for the benefit of local Clubs, its young people, and the national Movement;
- convey the purpose and programs of Boys & Girls Clubs to the public;
- plan joint initiatives with other organizations and agencies;
- provide opportunities for conferences;
- initiate ideas, suggestions and proposals for National Council consideration;
- review and discuss proposed changes to the constitution and membership requirements of BGCA;
- assist in the expansion and improvement of the Boys & Girls Club Movement;
- assist in securing support for BGCA; and
- provide a forum for fellowship and networking among board volunteers.

AREA COUNCIL LIAISON

The board chair should appoint a board member to serve as Area Council liaison. Ideally, this person will be a key board member, perhaps a past board chair, who recognizes the importance of helping the Club keep abreast of the Movement and various activities of other Clubs, or any active board member whose perspective will be broadened by the education, exposure and experience the Area Council provides. The Area Council liaison:

- attends the annual planning meeting of his or her Area Council, and presents ideas and suggestions from the organization for consideration at the next Area Council meeting;
- attends and participates in annual Area Council meetings;
- promotes board members' attendance and participation in annual Area Council meetings and national conferences;
- provides regular reports – at least quarterly – on Area Council activities at the organization's board meetings;
- ensures the organization reviews, discusses and adopts a formal position on issues of BGCA governance that may be voted on from time to time; and
- presents and interprets Area Council objectives and initiatives to the Boys & Girls Club.

STATE ALLIANCES/STATEWIDE FUNDING INITIATIVES

BGCA's Office of Government Relations has created a model for statewide initiatives that has led to the acquisition of millions of dollars in direct support to local Boys & Girls Clubs.

State Alliances are incorporated entities governed by a Board of Directors and offer local Clubs a great opportunity to secure resources from state governments. Each state is assigned a BGCA Government Relations Director that works in conjunction with the Alliance Board, local Clubs and, in most states, a contract lobbyist. They work with legislators, state agencies and other elected officials with the intent of garnering state funding to be distributed to all Clubs that are members of the Alliance.

The State Alliances also allow for a coordinated and unified Boys & Girls Club message that will greatly increase the likelihood of successful fundraising. All local Clubs are encouraged to join and participate in their State Alliance. For more information, contact Government Relations or go to [BGCA.net/Departments/GovtRelations](https://www.bgca.net/Departments/GovtRelations) to find the Government Relations Director assigned to your state.

APPENDIX H: JOB DESCRIPTION FOR INDIVIDUAL BOARD MEMBERS

JOB TITLE: Board Member

ACCOUNTABILITY: Board of Directors

GENERAL FUNCTION: To participate as a leader/member of the Board of Directors whose duties are to manage the business, property and affairs of the corporation with the responsibility and authority to determine operating policies and practices.

KNOW-HOW:

- Has achieved recognition and status within the community
- Is knowledgeable about the social concerns of the community
- Has the resources (personal and/or corporate) to apply to the needs of the Boys & Girls Club

KEY ROLES:

- Mission-driven: Shape and uphold the mission and ensure the congruence between decisions and core values. They allocate time to what matters most and continuously engage in strategic thinking. When making decisions, they put the interests of the organization above all else. They are results-oriented and measured.
- Build and maintain public trust: Promote an ethos of transparency by ensuring that donors, stakeholders and interested members of the public have access to appropriate and accurate information regarding finances, operations and results, which are outcome-driven.
- Uphold the duties of governance: Structure themselves and fulfill essential governance duties to support organizational priorities. Bold visions and ambitious plans are linked to Key Performance Indicators (KPIs), financial support, expertise and networks of influence.
- Support continuous learning: Energize themselves through planned turnover and succession and have a thoughtful onboarding plan that includes recruitment, orientation, engagement, and a simulation process in place. Using an annual board performance plan, they evaluate their performance and assess the value they add to the organization, realizing quality improvement is a critical component of continuous learning.

COMPETENCIES:

- Ensuring and safeguarding the organization's mission and purpose
- Ensuring effective organizational planning
- Ensuring and securing adequate resources

- Ensuring that high quality professional leadership is employed
- Establishing compensation and performance management
- Ensuring legal and ethical integrity and maintaining accountability
- Managing resources effectively
- Enhancing the organization's public standing
- Monitoring and strengthening the Club's programs and services strategy
- Ensuring a diverse and high performance board composition and ongoing development
- Evaluation of the board and board members' effectiveness
- Evaluation of the chief executive officer's effectiveness

DUTIES:

- Complete the orientation session for new board members.
- Serve as an active member of at least one standing committee and/or work team.
- Serve as advocate and spokesperson for the Boys & Girls Club in your formal and informal networks.
- Make a personal contribution that reflects the Boys & Girls Club as a top charitable priority for you.
- Assist in financial development of the organization by enthusiastically engaging in identification, cultivation, solicitation and recognition of donors.
- Participate in the organization's resource development projects, events, and awareness activities.
- Attend and participate in 75% of board meetings.
- Participate in the development of and approve the organization's strategic plan, including the service delivery system and outcome scorecard measuring impact on Club members.
- Participate in board leadership and development activities conducted or sponsored by the local organization, Boys & Girls Clubs of America, and community.
- Perform all other duties that may be necessary to carry out the vision, mission, and purpose of the organization.

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