

BOARD MEMBER'S HANDBOOK & RESOURCE GUIDE



BOYS & GIRLS CLUBS
OF AMERICA

LEADING EDGE: 2020

GREAT BOARDS, GREAT FUTURES

www.bgcboards.org



SPILLETT LEADERSHIP
UNIVERSITY
BOYS & GIRLS CLUBS



**BOYS & GIRLS CLUBS
OF AMERICA**

OUR VISION

Provide a world-class experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

OUR CORE BELIEFS

A Boys & Girls Club provides:

A safe place to learn and grow

Ongoing relationships with caring, adult professionals

Life-enhancing programs and character development experiences

Hope and opportunity

OUR MISSION

Our mission is the Boys & Girls Club Movement's reason for being:

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

This Board Member Handbook and Resource Guide is presented to:

Name of Board Volunteer

who has met the challenge of board service and is committed to serving the youth of:

Organization or Geographic Area



LETTER FROM THE PRESIDENT

Thank you for your service on the Board of Directors at your Boys & Girls Club. As a board member, you play a valuable role in ensuring a positive place – full of hope and opportunity – for young people in your community.

The most critical factor in the success of a Club is its Board of Directors and Executive Leadership. Board members must have passion, influence and affluence, and be ready to become fully engaged in the mission of their Club. As organizations move forward, the Board of Directors helps the Club build on its success and lays the groundwork for even greater impact.

We are privileged to have your support as a board volunteer. By taking on this important role, you are committed to ensuring your Club operates according to practices and policies that warrant public trust in critical areas such as:

Leading Transition – Hiring the chief executive officer (CEO) including the executive search and on-boarding plan, which is a key factor for perpetuating successful organizational development.

Governance as Leadership – Accountability; responsibility; ensuring all board members are engaged in governance, actively serve on a committee and task force, and involved in leading the strategic work to drive organizational impact.

Ensure the Safety of the Young People We Serve – At the heart of the Boys & Girls Club mission is the unwavering commitment that Child Safety is priority #1.

Ensuring the Right People are on the Board Team – A commitment to recruiting committed champions who have demonstrated their ability to achieve strategic initiatives and change.

Personal Investment: Board Giving – Boys & Girls Clubs of America has high expectations that each Club achieves 100% board member participation by giving, whatever the amount, through a personal, unrestricted financial gift.

Utilize Performance and Outcome Data – Ensuring organizational systems that provide information for effective decisions to improve board impact and accountability to donors, parents, stakeholders and community partners.

The Board Member's Handbook & Resource Guide was developed to complement standard practices, tools and training available through The Roxanne Spillett Leadership University's School of Board Leadership and our national board transformation initiative, Leading Edge 2020. Each of these tools and services are designed to ensure your term on the board is an inspiring and rewarding experience.

Your commitment to building even greater public trust in your organization will strengthen the Boys & Girls Club Movement and deepen our ability to have a positive impact on young people. Thanks to your leadership, your Club can continue to save and change lives – every day.

Our commitment at BGCA is to be even more effective at meeting Clubs where they are, and providing the services that will make the biggest difference in helping our Clubs thrive. Our orientation as a national staff is to think "local, local, local" and to reflect that philosophy in everything we do. We trust our commitment supports your efforts and leads to a rewarding experience.

Sincerely,



James L. Clark
President and CEO
Boys & Girls Clubs of America

CONTENTS

BOARD STRUCTURE.....	8
Officers	8
Work Group Types.....	9
Committees and Their Functions	9
BOARD ROLES AND COMPETENCIES.....	16
Roles of the Board	16
Legal Duties	17
Principles of Exceptional Governance.....	18
BOARD RELATIONSHIPS.....	21
CEO	21
Club Staff.....	21
Boys & Girls Clubs of America.....	21
United Way.....	22
Social and Civic Networks.....	22
Ancillary or Affinity Groups	22
Philanthropic Community	23
Community.....	23
Local, State and Federal Governments	23
Schools	23
Media.....	23
Former Board Members.....	23
BOYS & GIRLS CLUBS OF AMERICA.....	25
National and Regional Structure	25
National Board of Governors	25
National Trustees.....	26
National Area Council Committee.....	26
Area Councils.....	26
Area Council Liaison.....	27
State Alliances/Statewide Funding Initiatives.....	28

RESOURCE GUIDE..... 29
List of publications available from Boys & Girls Clubs of America..... 29

APPENDICES 35
Code of Ethics for Board Member 36
Code of Ethics Certificate 40
Disclosure Statement 41
Information about Your Boys & Girls Club Quick Reference Guide 42
Individual Self-Appraisal Questionnaire for Board Members..... 44
Board Calendar..... 45
Crisis Management Plan 49
Job Description for Individual Board Members..... 50
Roster of Officers and Board Members 52
What Makes a Boys & Girls Club Unique?..... 55
Contacts 56

BOARD STRUCTURE

The following is merely a guide. Each Boys & Girls Club organization should structure itself to best accommodate, respond to, and address its particular needs and challenges.

OFFICERS

A Boys & Girls Club board is led by a team of officers that includes a board chair, one or more vice chairs, a secretary and a treasurer. These officers are elected to one- or two-year terms at the annual meeting of the Club's Board of Directors and could be eligible for re-election. The duties of each officer should generally be as follows:

- **BOARD CHAIR** (some organizations use president or chief volunteer officer to denote this position): Has a sound working knowledge of their Club, including its history, staff, membership and programs. Leads the board by inviting board members to participate; facilitates communication among board members, and between board and staff; guides Club, CEO and board evaluations; delegates authority; raises funds and supports resource development efforts; maintains visibility in the community; and supports the Boys & Girls Club Movement.
- **VICE CHAIRS** (some organizations refer to this position as vice president): Assists and supports board chair by stepping in for him or her when necessary; provides leadership and guidance to designated standing committees and task forces; maintains visibility in the community; and supports the Boys & Girls Club Movement.
- **SECRETARY**: Guards Club's institutional memory by assuring the preparation, accuracy and timeliness of meeting minutes; communicates with board members about meetings, attendance and terms; and serves as a signatory on official documents.
- **TREASURER**: Serves as financial officer of the organization and chair of the finance committee. Along with the finance committee, the treasurer manages the board's review of and action related to its financial responsibility. The treasurer works with the CEO and CFO to ensure that all appropriate financial reports are made available to the board on a timely basis. The treasurer assists the CEO and CFO in the preparation of the annual budget and presenting the budget to the full board. Along with the finance or audit committee, the treasurer reviews the annual audit and answers questions from other board members.
- **CEO** (some organizations call this person president or executive director): In accordance with the elements of competence established for Club executives, the CEO is responsible for managing the Club's strategic planning and operations in support of the organization's mission and goals. The CEO collaborates with the Board of Directors to develop organizational goals, attain/allocate resources and establish policies. He or she may be assigned special projects by the Board of Directors. The CEO provides direction to staff in carrying out their assigned roles, and is a full-time, paid employee.

OTHER POSSIBLE OFFICERS

- **BOARD CHAIR-ELECT** (if not already serving as an officer): Identified at least one term in advance to ensure continuity, board chair-elect works with the board chair to help him or her learn the role. The board chair-elect's role may include but is not limited to serving as a vice chair, conducting board meetings in board chair's absence, and attending a Board Chair Orientation in preparation of assuming board chair responsibilities.
- **EX-OFFICIO/IMMEDIATE PAST BOARD CHAIR**: Provides advice and leadership to the Board of Directors regarding past practices to assist in governing organization. The immediate past board chair supports the board chair and board chair-elect on an as-needed basis. He or she may also perform the duties of the board chair in their absence or disability.

WORK GROUP TYPES

- Standing Committees are work groups that deal with ongoing issues, such as governance, financial oversight and resource development. The standing committee structure should be lean and strategic. While members should rotate on and off, committees last indefinitely because there is a continuous flow of work to accomplish.
- Task Forces/Ad-hoc Committees are established to complement standing committees by accomplishing a specific task, such as reviewing bylaws or planning retreats, within a specific time frame. These are time-limited groups with specific tasks and represent a more effective use of board members' time, interests and expertise. Task forces/ad-hoc committees exist on an as-needed basis; when the work is done, the group disbands.
- Advisory Councils are created to advise and support the Club and its governing board. Advice can come in the form of technical expertise, connections or assessment of programs. Advisory council members have no legal or formal responsibilities. Many multi-unit organizations create unit advisory councils, a group of volunteers with unique knowledge and skills, that complement the talents and expertise of a corporate board to more effectively support and sustain a local Boys & Girls Club.
- Affinity Groups are often formed around social networks of shared interest(s) in lifestyle, age, profession or ideology. They are often devoted to fundraising and advocacy. Affinity groups, which do not hold governance or advisory responsibilities for the organization, provide a vehicle for financial support and feedback.

COMMITTEES AND THEIR FUNCTIONS

Committees are created by the board to accomplish work needed to be done between meetings, and provide opportunities to engage the talents of board members in the work of the organization. The majority of the board's work takes place in committees. The effective use of committees distributes and expedites the board's work so it will not be individually burdensome. It also removes long discussions and routine tasks from the usually crowded board meeting agenda, freeing the board to consider overall programs, major policies, and key issues.

The committee structure should be created to meet the needs of the Club, and designed to be flexible as possible. In keeping with current governance trends, BGCA advises Clubs use fewer standing committees and more task forces/ad hoc committees.

Boys & Girls Club organizations often use the following categories for committee assignments:

- Board Development
- Board Governance
- Human Resources
- Resource Development
- Financial Management
- Program/Impact
- Marketing and Communications
- Asset Management (facilities/property)
- Board-led Child & Club Safety Committee

This structure works well for many Boys & Girls Club organizations. Others employ a smaller standing committee structure and use task forces when issues on the above topics arise. The key is to use the structure that best fits your organization and ensures the process and goals for committee or task-force work are clearly defined and run by the best possible board leader.

The board chair appoints the chairs of standing committees during, or shortly after, the annual meeting. The board chair appoints chairs of special task forces (ad-hoc committees) as the need arises, such as a task force to conduct a standards-based organizational assessment. After consulting with each chair and the CEO, the board chair names members to the committees.

To ensure effectiveness and efficiency, board and committee members should define the size of each committee and task force, designate staff support (if any), establish membership criteria (not all committee members need to be board members), determine the committee's duration, and clarify its objectives.

It is desirable to have every board member serve on one or more committee. Talents, abilities and interests of each board member should be considered in making committee appointments. Individuals in the community who are not board members can often be used effectively as consultants or advisors to a committee.

Limitations on Committee Authority. No committee of the board should have sole authority to:

- Elect or remove directors or officers
- Amend or repeal any clauses in the bylaws, or adopt new bylaws
- Hire or terminate the CEO
- Approve or change the budget
- Dissolve the organization or merge the organization with another entity
- Change the mission or the organizational structure

TYPES OF COMMITTEES

EXECUTIVE COMMITTEE

Although many Boys & Girls Club organizations have an Executive Committee, it is recommended this group limit its decision-making to issues that need immediate attention when the full board cannot be convened. This will engage all board members in the organization's affairs.

The Executive Committee can consist of board officers, CEO (ex-officio), Area Council Liaison, standing committee chairs, and other corporation members as deemed advisable. The board chair also serves as chair of the Executive Committee, which is on call between board meetings and assumes duties and powers as the board delegates. This committee cannot assume the authority of the board unless so authorized by the board, and as defined by organizational bylaws. The Executive Committee works closely with other board committees, provides periodic progress reports, and formulates recommendations for board action. The committee also:

- guides the Board of Directors' chart of work as set forth in annual strategic plan;
- conducts executive sessions when authorized by the board;
- reviews legal matters affecting the organization and makes recommendations to the board, using external counsel or appointing a task force as needed;
- reviews or appoints a task force to review the organization's insurance program annually and determines, with board approval, coverage needed by Club;
- handles all insurance matters involving the Club;
- appoints a task force to implement a comprehensive risk management and child safety assessment process per BGCA standards; and
- ensures annual review of CEO by actively engaging members of the board.

GOVERNANCE OR BOARD DEVELOPMENT COMMITTEE

Club boards have customarily used a nominating committee to identify, recruit, nominate and orient new board members, and provide ongoing education, evaluation, recognition and succession planning for all board members. As the nature of effective governance receives more attention and boards seek to enhance how they govern, Governance Committees have emerged, expanding the responsibilities and activities of what were previously known as nominating committees. This important committee should meet on an ongoing basis, particularly in advance of an annual meeting where new directors will be elected.

A Governance or Board Development Committee will not only do the work of the nominating committee. It also increases the board's capacity to do its work by overseeing the board performance and managing compliance to the organization's mission. It is also responsible for ongoing recommendations and criteria to enhance board quality and viability, which often focuses on these five areas:

- **ROLES AND RESPONSIBILITIES:** Provide ongoing leadership to review the board's statement of its roles and areas of responsibility, and the expectations of individual directors.

- **COMPOSITION:** This committee should assess the knowledge, attributes, skills and influence of board members; and determine what future issues the board will need to consider when identifying and appraising potential candidates.
- **KNOWLEDGE:** Design and oversee an orientation process for board candidates and new board members; design and implement an ongoing education program to ensure board members have the knowledge to discharge their duties.
- **EFFECTIVENESS:** Lead a periodic assessment of the board's performance and propose, as appropriate, adjustments in structure, process, criteria and clarification of responsibilities.
- **LEADERSHIP:** Consider expected board turnover and those likely to be proposed for board leadership; take steps to recruit and propose board members for roles that prepare them for leadership.

FINANCIAL MANAGEMENT COMMITTEE

Every Boys & Girls Club organization's board must elect a treasurer and appoint a Financial Management Committee that works with the CEO and financial staff to prepare the annual budget and actively oversee finances. This committee encourages and facilitates communication among its members, the organization's management and auditors. It reviews the organization's financial status and provides a report to the full board on a quarterly basis, at a minimum. The committee should also ensure that:

- accounting policies, practices and internal controls are reviewed and monitored on an ongoing basis;
- a financial check-up is implemented;
- financial statements and reports are issued on time and in accordance with regulatory obligations and donor requirements;
- the organization has a sound investment strategy and policy that is updated annually;
- a risk management plan is reviewed and monitored on an ongoing basis;
- a strategy for future financial stability that includes board reserve funds, board-directed endowment funds and donor-designated permanent endowment funds is in place; and
- organization has a clear policy on processing and distributing bequest revenue.

Once the committee determines the proposed budget is sufficient to provide for the operating needs of the organization, it presents the budget to the Board of Directors for approval. In cooperation with the treasurer, who should serve on the committee, it recommends periodic budget adjustments as needed.

RESOURCE DEVELOPMENT COMMITTEE

This committee works with the CEO and development staff to prepare aspects of the annual budget that pertain to funding sources and costs associated with obtaining those funds.

It is responsible for developing and leading a comprehensive resource development plan that recommends policies and procedures to ensure diverse income sources, provides stewardship of resources and donors, secures board

member involvement, and identifies necessary long-term resources, such as capital and endowment funds. The committee provides primary leadership monitoring, evaluating and reporting the plan's progress to the Board of Directors. The organization's budget should remain under the Financial Management Committee's guidance.

The Resource Development Committee provides for the establishment and implementation of a strategic and aggressively promoted planned giving and endowment program led by a separate Major Gifts or Planned Giving Committee. Task forces/ad-hoc committees are often used to lead specific aspects of an annual resource development event, such as an annual campaign, gala or golf tournament.

AUDIT COMMITTEE

Charitable organizations must have independent reviews of their financial procedures, controls and policies in order to provide strong safeguards. To maintain your organization's membership in BGCA, it is required that an independent certified public accountant (CPA) conduct an annual audit. Member organizations with annual revenues of less than \$250,000 can submit a review of financial statements by an independent CPA in lieu of such an audit. For organizations with budgets greater than \$2 million, the board should appoint a separate Audit Committee to oversee the annual process.

The Audit Committee works with the chief executive officer and treasurer. It meets at least once a year to study and approve the annual audit, select an audit firm and review the audit plan.

TASK FORCE TYPES

NOTE

Many boards utilize a committee structure in lieu of a task force.

LEGAL AND INSURANCE TASK FORCE

Reviews legal matters, with the advice of external counsel as needed, and makes recommendations to the board. Also reviews and oversees all insurance-related matters and ensures a risk-management program is established and implemented.

NOTE

In the absence of a Legal and Insurance Task Force, the Executive Committee or the Property Management Task Force can handle these matters.

PLANNING TASK FORCE

Reviews the organization's mission statement, updates long-range goals, prioritizes goals and calls for a strategic-planning process when needed.

HUMAN RESOURCE TASK FORCE

Supports and ensures implementation of a strategic human resources plan that promotes the recruitment, on-boarding and retention of key talent. The Human Resource Task Force is concerned with the well-being of all staff members, including their effectiveness and development. It advises the board on human resource standards,

practices and policies. The task force also periodically reviews and updates written employment policies, practices and procedures that provide staff with guidance and ensure compliance with applicable state and federal laws. This task force also ensures the organization meets all human resource-related minimum and essential benefits, as defined in BGCA's membership requirements.

The task force provides guidance on diversity and affirmative action needs; performance planning and management processes; employee benefits; leave policies; coaching, counseling, and constructive discipline procedures; and career development strategies.

Task force also works with the CEO to establish and monitor the job classification and compensation management program to ensure the completion of tasks including:

- compensation philosophy;
- current job descriptions;
- competitive salary ranges and compensation strategies;
- appropriate reward and recognition programs; and
- an approved annual compensation budget.

The task force's recommendations for revisions are presented to the Board of Directors for approval and implementation.

MARKETING AND COMMUNICATIONS TASK FORCE

Develops and carries out a year-round marketing program that interprets the activities, purpose and needs of the Boys & Girls Club and makes use of all available media, such as speakers, exhibits, press, radio, Web, events and television.

The Marketing and Communications Task Force cultivates interest and support of local media, invites local, state and federal government representatives to the Club's public events, and supplies news items and articles to local newspapers and magazines. The task force works with the CEO, as well as development and marketing staff, to prepare news releases, annual reports, pamphlets, flyers and other publicity material.

Each year, the task force handles the placement of TV, radio and print public service ads provided by BGCA. It takes advantage of publicity opportunities presented by National Boys & Girls Club Week and Boys & Girls Clubs Day for Kids. It issues a calendar of Club events and uses marketing and communications materials supplied by BGCA.

The task force determines the primary media spokesperson in conjunction with the organization's crisis management plan and acquaints board members with their public relations responsibilities. The Marketing and Communications Task Force also obtains biographical information on all board members from the Governance Committee and promotes board and staff member activities on behalf of the Club to local media. It also conducts an annual public relations forum for board members.

If the organization is a participating United Way agency, the task force collaborates with the United Way on publicity and provides speakers and programs to civic, service, labor and fraternal groups. The Marketing and Communications Task Force helps establish contacts to generate support for the organization.

PROGRAM/IMPACT TASK FORCE

Assists the CEO and staff in ensuring effective programs and youth development services are in place. It approves yearly program goals, and assesses and recommends new programs. It ensures the organization tracks and maintains membership and other data about youth served.

In cooperation with the CEO and staff, the Program/Impact Task Force uses criteria established by BGCA to evaluate programs. It assures the organization's participation in the National Youth Outcomes Initiative (NYOI) and BGCA's outcome measurement program. The task force also assists in obtaining volunteers and program materials, and interprets the Club's programs and youth development services to the board and the community.

Working with the CEO and key staff (program directors, unit directors, project leaders) the task force should prepare a yearly calendar of local, state, regional and national events for board members' easy reference. A suggested outline for such a calendar is found in the appendices.

PROPERTY MANAGEMENT TASK FORCE

Assures the Club's facilities, furnishings and grounds are in satisfactory condition. Responsibilities include:

- regularly inspecting Club property for maintenance, repairs, safety and appearance;
- estimating costs of repairs and purchases, and submitting to board for authorization;
- assuring proper maintenance and use of Club property and equipment;
- developing a comprehensive facility maintenance plan that creates a safe environment, complies with regulations and preserves Club assets; and
- ensuring the Boys & Girls Club service mark is displayed properly on exterior of all buildings.

TECHNOLOGY TASK FORCE

This task force plans and leads the organization's information technology activities and takes full advantage of existing and emerging technologies. It establishes and implements an annual review and audit of technology needs, and secures external resources and assistance to meet those needs. It reviews proposals for uses of and investments in technology. It also monitors technology performance and contribution toward business and strategic objectives, including membership tracking, financial management, donor management and Web presence. The task force also provides timely reports and information to the Board of Directors.

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 to find the Government Relations Director assigned to your state.

RESOURCE GUIDE

The Resource Guide is comprised of publications that may be obtained free or for a nominal fee from your Director, Organizational Development; the Service Centers in Richardson, Texas, Atlanta, Ga., and Schaumburg, Ill.; online at www.bgca.net or www.bgcaboards.org, or at Boys & Girls Clubs of America:

1275 Peachtree Street, NE
Atlanta, GA 30309
Phone: (404) 487-5700

BOARD BRIEFS

(Available on www.bgca.net or www.bgcaboards.org)

A series of at-a-glance resources that cover specific topics that help an organization focus on ways to support their local Boys & Girls Club. These briefs are designed to be educational opportunities at board meetings.

BOARD MEMBER HANDBOOK AND RESOURCE GUIDE

(Available on www.bgca.net or www.bgcaboards.org)

The handbook you are reading contains basic information every board member must know, including an orientation of the Boys & Girls Club Movement and officers' duties. This indispensable resource should be placed in the hands of all board members.

BOARD LEARNING OPPORTUNITIES

(Service Centers or Boys & Girls Club Spillet Leadership University: School of Board Leadership)

A comprehensive board education program that addresses board roles and responsibilities, assessment, development, structures, meetings, CEO evaluations, policies and procedures, and resource development.

BOARD SOURCE

(Available on bgca.net/BoardResourceCenter/BoardSource.aspx)

BGCA in partnership with BoardSource provides a complimentary BoardSource membership to every member of our collective boards of directors, and any staff member that would benefit from the multitude of resources available through BoardSource.

BGCA CONSTITUTION

(Available on www.bgca.net or www.bgcaboards.org)

This publication includes the Congressional Charter and requirements for membership in Boys & Girls Clubs of America (including information regarding membership dues).

BOYS & GIRLS CLUB SPILLETT LEADERSHIP UNIVERSITY: SCHOOL OF BOARD LEADERSHIP

(Available on www.bgca.net)

Learning in Spillet Leadership University: School of Board Leadership is supported by free, self-paced, online courses and onsite facilitator-led sessions. Spillet Leadership University also includes schools designed for executive, management, youth development, and resource development professionals.

BOYS & GIRLS CLUBS OF AMERICA ANNUAL REPORT

(Available on www.bgca.net)

CHILD & CLUB SAFETY

(Available on www.bgca.net/MainPages/ChildSafety.aspx)

BGCA's Child & Club Safety Department (CCS) was created in 2012 to help strengthen each local Boys & Girls Club's capacity to protect its members and to make the Boys & Girls Club Movement a catalyst for protecting America's youth. CCS offers a wide range of online resources for local Clubs to ensure that they remain in compliance with BGCA's Membership Requirements (see BGCA Constitution) and strive to make continuous safety improvements. Online resources include:

- The Online Safety Assessment Tool (password access via organization's CEO)
- Child Safety Emails and Newsletter (subscription service)
- The Child Safety Hotline and posters
- The Critical Incident Reporting Tool
- The Keep Safe Child Safety Desk Reference
- Child Safety Resource Library and Archived Safety Articles
- Guidance Document for Board-Led Child & Club Safety Committee at Boys & Girls Clubs
<http://www.bgca.net/Departments/SafetyAndClubDesign/Documents/GuidanceDocumentforBoardCommittees-5.2014.pdf>

CONNECTIONS MAGAZINE

(provided in bulk to your chief executive officer for distribution to your board.)

A publication containing articles written by local Club leaders, outside professionals and BGCA staff on youth and Movement-wide issues, Club administration, board topics, and programming.

CORE PROMISE RESOURCE MATERIALS

(Available on www.bgca.net)

The following booklets outline standard practices of the Boys & Girls Club Way.

- Child Safety - helps organizations create and maintain a safe environment by increasing capacities to protect Club members, establish standards for safety policies and procedures and minimize accidents, incidents and their severity.

- Ethical and Financial Oversight - assists board and staff in putting systems in place to oversee and account for organizational finances, and to assure a culture of high ethical standards and accountability.
- Hiring Staff and Selecting Volunteers of Character - ensures that staff and volunteers of high character and appropriate backgrounds are working in our Clubs and that our kids are safe.
- Tracking Membership and Participation Data - helps Clubs gather credible data for registered members and youth served through community outreach.

FACILITIES/DESIGN

Location: Available on www.bgca.net/Departments/SafetyAndClubDesign/resource_library.aspx#Building

- www.Kidbuilding.org, Interactive Facility Planning Website
Plans, photos, space calculator, cost estimator, color schemes
- Kid Spaces, Training for Creating Inviting, Exciting Places for Youth
- Available through Leadership University as a video training
bgca.net/Departments/TPD/LeadershipUniversity/YouthDev_Opportunities.aspx
- Building Up — A Facilities Guide for Clubs
Kidbuilding.org
- How to Select an Architect
Template for developing an RFP, interviewing and selection
- Guide for Selecting a Design-Builder
Template for developing an RFP, interviewing and selection
- The Illustrated Guide to Clubhouse Room Standards
Individual room floor plans with furniture layouts and functional requirements
- Clubhouse Floor Plans
Floor plans designed by local architects for Clubs
- Energy Efficiency Study
Program Overview
- Building and Renovation Project Readiness Worksheet
This worksheet will help ensure a coordinated effort between your Club, your Director of Organization Development and BGCA's Child & Club Safety Department.
- Guide to Planning your Club Room by Room
- Use of Outside Contractors - Managing Risk

FORMULA FOR IMPACT

Outcome-Driven Club Experience Resources

www.bgca.net/formulaforimpact/outcome.aspx

The Formula for Impact in Action: Implementing an Outcome-Driven Club Experience guide will help you develop step-by-step action plans for improving the quality of your Club operations and programming.

GRAPHIC STANDARDS MANUAL

www.bgca.net

Guidelines for the correct and most effective use of the Boys & Girls Club service mark. Covers all the do's and don'ts to ensure increased awareness and recognition of the service mark and your Club.

HUMAN RESOURCES

Available on www.bgca.net

- **EXECUTIVE SUCCESSION PLANNING TOOLS** - Tools for planning long term executive succession and for dealing with emergency executive succession.
- **GROUP BENEFIT AND INSURANCE PLANS** - Retirement, health & welfare, property & casualty, liability, and legal assistance plans are negotiated by BGCA to meet the specific needs of Boys & Girls Clubs and their employees.
- **HR HOTLINE** - Clubs can contact 501(c) Services for expert advice regarding Human Resources issues toll free at 800-358-2163 or e-mail hrservices@501c.com.
- **JOB CLASSIFICATION AND COMPENSATION MANAGEMENT PROGRAM** - Boys & Girls Clubs of America partners with Rocco & Associates, Inc., an independent consulting practice specializing in not-for-profit compensation, to provide a regularly updated Job Classification and Compensation Management Program. The Boys & Girls Clubs Job Classification and Compensation Management Program includes an updated section on the Fair Labor Standards Act (FLSA), model job descriptions, job classification guidelines, salary structures and guidance on various other human resources issues. The program has been designed to meet Club needs for fair, equitable and competitive compensation levels, enabling Clubs to attract, retain and reward staff.
- **SAMPLE EMPLOYEE HANDBOOK** -To assist all Clubs in the management of human resources needs, a customizable Sample Club Employee Handbook (revised February 2010) in addition to the BGC Code of Ethics is available on bgca.net. Clubs may use this reference to develop a guide for its employees.

JEREMIAH MILBANK CHIEF VOLUNTEER OFFICER GUIDE

(provided at a scheduled Board Chair Academy, or contact your service center) - This guide is targeted for new and incoming Board Chairs. It addresses a Board Chair's roles and responsibilities, his/her relationship to chief executive officers, as well as board management best practices.

THE MARKETING HANDBOOK

(Available on www.bgca.net)

The Marketing Handbook takes the mystery out of marketing. This practical guide tells you how to set the stage for more effective fundraising; achieve greater visibility, awareness and recognition; create positive attitudes about the Club and its mission; become positioned with key audiences as the leading provider of critical youth services; and create community demand for additional Club services.

NATIONAL SERVICE RECOGNITION PROGRAM

(Available on www.bgca.net or www.bgcaboards.org) - Nomination procedures, criteria for eligibility and fees charged for national service to youth awards, bronze medallions, silver medallions and the Jeremiah Milbank National Gold Medallion.

NATIONAL PROGRAMS BOOKLET

(Available on <http://supplyworks.bgca.org>)

This colorful booklet presents a concise overview of more than 30 BGCA national programs, organized by core program area and specialized initiative. This definitive catalog of Club programming is an excellent orientation tool for new board members and staff.

NATIONAL YOUTH OUTCOMES INITIATIVE (NYOI)

(Available on www.bgca.net)

Supports Boys & Girls Clubs' efforts to measure the Formula for Impact and improve our collective ability to demonstrate impact. Clubs that participate in the National Youth Outcomes Initiative receive:

- Access to online dashboards and reports that provide state, regional and national benchmarks
- A survey tool to help collect youth outcome information that can be difficult to measure
- Training and assistance on how to leverage the NYOI for a Club's specific needs

RESOURCE DEVELOPMENT WEBSITES

(Available on www.bgca.net)

The FUNDRAISING BANK is an online tool that provides a quick and easy way to access the latest information, advice, and news about current fundraising techniques. The site enables users to ask confidential questions of a panel of experts and receive quick responses via email. It also allows users to:

- download examples of resource development policies and templates;
- use an electronic range of gifts table; and
- use an electronic tool to develop a resource development plan.

Also accessed through the FUNDRAISING BANK, It Just Takes One is a complete website available to help you develop strategies for a successful annual campaign. The site features a step-by-step manual, answers to questions about increasing the effectiveness of your campaign, marketing and printed materials, and recognition items for your volunteers and donors.

The Planned Giving Web site, accessed through www.bgca.net or www.bgcaboards.org, connects you with experts to help build your planned giving program. Endowment Now and A Plan for Giving are two critical manuals that you will need to develop sustainability at your Club. To order, go to the Planned Giving website and contact the director of planned giving for your region.

STRATEGIC PLANNING GUIDE

(Available on www.bgca.net)

This guide addresses the board's role in strategic planning and thinking; a strategic planning process; mission, vision, and values statements; and monitoring and evaluating progress.

SUGGESTED CONSTITUTION AND BYLAWS FOR A BOYS & GIRLS CLUB

(Available on www.bgca.net or www.bgcaboards.org)

ADDITIONAL BOARD GOVERNANCE ASSISTANCE

- Explore our partnership with BoardSource by visiting BoardSource.org.
- Visit CouncilofNonprofits.org to review available resources.
- Secure additional tools and information at NonProfitAnswerGuide.org.

APPENDICES

Appendix A: Code of Ethics for Board Members

Appendix B: Code of Ethics Certificate

Appendix C: Disclosure Statement

Appendix D: Information about Your Boys & Girls Club – Quick Reference Guide

Appendix E: Individual Self-Appraisal Questionnaire

Appendix F: Board Calendar

Appendix G: Crisis Management Plan

Appendix H: Job Description for Individual Board Members

Appendix I: Roster of Officers and Board Members

Appendix J: What Makes a Boys & Girls Club Unique?

Appendix K: Contacts

APPENDIX A: CODE OF ETHICS FOR BOARD MEMBER

A MATTER OF TRUST: Boys & Girls Clubs of [Anytown] Code of Ethics for Board Members

The purpose of "A Matter of Trust: Our Code of Ethics" is to help ensure that all board members of Boys & Girls Clubs of [Anytown] adhere to and promote proper ethical standards, abide by the law, and preserve the organization's integrity, reputation, professional and business relationships.

Recognizing it is not possible to address all ways in which ethical issues may arise, the following principles are intended as a guide in making sound judgments and decisions on behalf of Boys & Girls Clubs of [Anytown] and its mission.

It is also the desire of Boys & Girls Clubs of [Anytown] that this code of ethics will serve as standards, which recognize that ethics are a critical issue and vital component in governing our organization.

PLEDGE OF PERSONAL AND PROFESSIONAL CONDUCT:

- **INTEGRITY** – I will demonstrate the highest standards of individual conduct, personal accountability, trustworthiness, fair dealings, considerations of the rights of others, and the highest principles of good business relationships.
- **EXCELLENCE** – I will strive to meet the highest standards of performance, quality, service, and achievement.
- **HONESTY** – I will communicate directly, respectfully, honestly and openly, and avoid misrepresentation, including misrepresentation through omission.
- **DIVERSITY** – I will support and value diversity – promoting an environment that embraces the similarities and differences all people bring to the organization.
- **RESPECT** – I will respect and act fairly toward all those with whom I come into contact and refuse to engage in or tolerate any form of discrimination or harassment.
- **RESPONSIBILITY** – I will take responsibility for my actions and decisions and remain a careful steward of Boys & Girls Clubs of [Anytown] funds and resources.
- **COMPLIANCE** – I will comply with Boys & Girls Clubs of [Anytown's] code of ethics and all laws and regulations affecting the organization.

PROFESSIONAL PRACTICES:

As volunteer leaders of Boys & Girls Clubs of [Anytown], board members should model the highest standards of ethics and individual conduct. While the Pledge outlines general principles guiding our ethical conduct, the following points

illustrate important applications that are relevant to the work of Boys & Girls Clubs of Any town's Board of Directors. **The points below are not intended to be all-inclusive. Board members are encouraged to use their own good judgment in maintaining the highest standards of ethics.**

GOVERNANCE:

- I will commit myself to faithfully carrying out my duties and advancing the mission of the Boys & Girls Clubs of [Anytown].
- I will work cooperatively with others, determined to be a cohesive and integrated member of the team working toward a common purpose and celebrating a shared set of principles.
- I will encourage the full and open discussion of issues entrusted to me and will ensure that others have a genuine opportunity to be heard.
- I will fairly and frankly state my opinions on matters and carry out final decisions of the board or management, even if I originally disagreed.
- I will reveal any perceived, potential or actual conflicts of interest to either the Board Chair or the Executive Committee chair and will withdraw from the meeting room during any discussion, review, and voting in conjunction with such matter.

CONFLICTS OF INTEREST:

- I will not place my personal interests in conflict with the interest of Boys & Girls Clubs of [Anytown] and will avoid any conduct that may impair my judgment with respect to the organization.
- I will not, directly or indirectly, benefit improperly from my position or from any sale, purchase or other activity of the organization.
- I will avoid situations involving impropriety or conflict, or the appearance of impropriety or conflict between duty to the organization and personal interest.
- I will not accept from, or give to, any current or potential supplier, customer, competitor, or donor any payment, service, gratuity, gift, or favor.
- I will not ask for or receive cash, kickbacks, bribes, gifts, or favors.
- I will avoid any outside business relationships with donors, other businesses or competitors if that relationship creates a conflict of interest by influencing decisions made by me in the performance of my regular duties for Boys & Girls Clubs of [Anytown].
- I will ensure that travel; entertainment and related expenses are incurred on a basis consistent with the mission of the organization and not for personal gain or interests or benefit any other related party.
- I will reveal to the Board Chair or Executive Committee chair any perceived, potential or actual conflicts of interest.

ASSETS, FINANCIAL REPORTING AND TRANSACTIONS:

- I will do my part in ensuring that Boys & Girls Clubs of [Anytown] complies with prescribed accounting policies and procedures at all times.
- I will do my part in ensuring that organizational assets and transactions are handled with the strictest integrity, and that each transaction is executed in accordance with applicable procedures, authorization, and documentation.
- I will not use, directly or indirectly, the organizational name or logo, organizational funds, property, computer connectivity, equipment, assets, copyrighted material or other organizational resources for any unethical, unlawful or inappropriate purpose.

FUNDRAISING:

- I will enthusiastically promote genuine voluntary giving and prevent or inhibit any solicitations made under duress or coercion.
- I will be accurate and truthful in our fundraising requests and information.
- I will respect the informed choices of our donors by fairly and truthfully reporting our fundraising costs and overhead.
- I will be clear about how donated resources will be utilized.
- I will do my part to ensure that donated resources are used in the manner in which they were intended. If any important alterations in the planned use of the funds occur, I will inform donors of the alterations.

CONFIDENTIAL INFORMATION:

- I will not release business information that has not been made public to private individuals, organizations or government bodies unless demanded by legal process.
- I will not use confidential information obtained in the course of my affiliation with Boys & Girls Clubs of [Anytown] for the purpose of advancing any private interest or otherwise for personal gain.
- I will keep confidential all information shared on sensitive issues, such as compensation and performance data.

POLITICAL CONTRIBUTIONS:

- I will refrain from making – or create the appearance of making – any contributions to any candidate for public office or political committee on behalf of Boys & Girls Clubs of [Anytown].
- I will refrain from using any organizational financial resources, facilities or personnel to endorse or oppose a candidate for public office.

- I will clearly communicate that I am not acting on behalf of the organization, if identified as an official of Boys & Girls Clubs of [Anytown], while engaging in political activities in an individual capacity.
- I will engage in personal political activities on my own time and at my own expense.

REPORTING AND INVESTIGATIONS:

Upon receipt of the Code of Ethics, each board member will agree in writing to comply with the Code of Ethics Certificate.

QUESTIONS AND REPORTING:

- Any questions regarding the Code of Ethics, its interpretation or application, should be directed to the Board Chair or Executive Committee chair.
- If a board member knows of a violation of the code of ethics, he/she should immediately report it to the Executive Committee chair. If reporting to that person creates a conflict, it should be reported to the Board Chair.
- In the alternative, a board member can utilize the confidential ethics hotline to report a violation of the code of ethics via telephone or Internet. That number is 1-866-297-3701 and the reporting link is www.ethicspoint.com.
- If a board member is concerned that he/she may not be in compliance with the Code of Ethics, he/she should complete the appropriate disclosure statement, and the Executive Committee will provide a written response.

FOLLOW UP:

The Executive Committee chair will promptly investigate all alleged Code of Ethics violations and will recommend action, if required, to the Board Chair.

APPENDIX B: CODE OF ETHICS CERTIFICATE

A MATTER OF TRUST: **Boys & Girls Club of [Anytown]** **Code of Ethics for Board Members**

Certificate

I acknowledge that I have received and read my personal copy of Boys & Girls Club of [Anytown]'s code of ethics for board members. I understand that I am responsible for adhering to the principles of the code of ethics, and I confirm that I will conduct myself in accordance with the principles of the code of ethics. The certificate process is mandatory for all board members.

I am in compliance with the policy.

Name

Signature

Date

Please sign, date and return this certificate to:

[Name]

Chair, Executive Committee

Boys & Girls Club of [Anytown]

Thank you!

APPENDIX C: DISCLOSURE STATEMENT

A MATTER OF TRUST: Boys & Girls Club of [Anytown] Code of Ethics for Board Members

Disclosure Statement

I acknowledge that I have received and read my personal copy of Boys & Girls Club of [Anytown]'s Code of Ethics for board members. I understand that each member of the Board of Directors is responsible for adhering to the principles of the Code of Ethics, and I confirm that I will conduct myself in accordance with the principles of the Code of Ethics.

I may not be in compliance with such policy, due to:

Print Name

Signature

Date

Please sign, date and return this certificate to:

[Name]
Chair, Executive Committee
Boys & Girls Clubs of [Anytown]

Thank You!

Executive Committee's Review and Comments

- You are in compliance with the Code of Ethics Policy.
- You are not in compliance with the Code of Ethics Policy. In order to be in compliance:

Chair, Executive Committee Signature

Date

APPENDIX D: INFORMATION ABOUT YOUR BOYS & GIRLS CLUB QUICK REFERENCE GUIDE

<p>HISTORICAL RECORD</p>	<ul style="list-style-type: none"> • Incorporated on _____ • Became member of Boys & Girls Club of America _____ • First Clubhouse location _____ • First president _____ • Became a member of _____ in _____ (United Way)
<p>GOVERNANCE GUIDELINES</p>	<ul style="list-style-type: none"> • Active Governing Body of organization is _____ (responsible to the corporate body) • Comprised of _____ members • ___ percent of directors are elected each year at the annual meeting for a ___ year term • Annual meeting is held on _____ • Unless otherwise notified, the Governing body meets regularly every _____ at _____ o'clock, at _____ • A quorum consists of _____ percent of the membership or _____ members. • Notices of meetings are sent to each board member at least _____ days before each regular meeting. Meetings start promptly at the designated hour and unless some unusual business requires more time, meetings are adjourned promptly at _____ o'clock.
<p>ELECTIONS</p>	<ol style="list-style-type: none"> 1. How elected (see _____ article _____ section of Constitution) 2. Re-elections (see _____ article _____ section of Constitution) 3. Vacancies (see _____ article _____ section of Constitution) 4. Meetings (see _____ article _____ section of Constitution)
<p>ASSETS AND LIABILITIES AS OF _____ (DATE)</p>	<ul style="list-style-type: none"> • Organization owns land, buildings and equipment, exclusive of camp property, valued at \$_____ • Organization has \$_____ in an Endowment Fund • Present annual operating budget is \$_____ • Organization owns camp property and equipment valued at \$_____ • Camp operating budget is \$_____ • Organization has an indebtedness of \$_____ • All funding comes from _____% board raised; _____% foundations; _____% special events; _____% government. • Our Board approves the organization's annual report and program outcome data on _____ • I reviewed a copy of our organization's IRS 990 report and financial audit on _____

MEMBERSHIP AND OPERATIONAL INFORMATION

- The Club has a membership of _____ boys and girls., with _____ being teen members.
- School hours: Weekdays from _____ to _____ and on Saturdays from _____ to _____
- Summer hours: Weekdays from _____ to _____ and on Saturdays from _____ to _____
- Annual dues are \$_____ per year for members.
- Other fees charged to members and other youth served _____
- We operate _____ service sites under the leadership of _____ full-time staff and _____ part-time staff.
- Our annual safety assessment is completed on _____
- The Chair of our safety committee/task force is _____
- I received a copy of our Crisis Management and Orientation Plan on _____
- ADA or Average Daily Attendance is _____ for school year and _____ for the summer.
- Our cost per member per year is \$_____
(Total Annual budget divided by Total Annual Membership)
- Our Average Daily Cost per Child Served is \$_____.
(Total Cost Per Day Divided by the Average Daily Attendance Per Day)
- Our organization's website is _____
- Our organization's Twitter handle is @ _____
- Our organization's Facebook page is _____

APPENDIX E: INDIVIDUAL SELF-APPRAISAL QUESTIONNAIRE FOR BOARD MEMBERS

In addition to having the full board assess its performance as a governing body, individual board members should also take stock of their own performance as members of the board. The following questions may be used by board members for a self-appraisal of interest and service to the Club. Complete the assessment by rating on a scale of 1 to 5, one being low and five being high. There is no 3; if you think your rating is in the middle, rate it as a 2.

INDIVIDUAL BOARD MEMBER ASSESSMENT

1. Do I have a genuine interest in the Boys & Girls Club and believe in its work?
2. Do I regularly attend and participate in board meetings?
3. Do I assume a reasonable amount of board responsibility?
4. Do I assume a reasonable amount of committee responsibility?
5. Do I personally contribute and secure financial support for the Club in relation to my resources and ability?
6. Do I serve as a goodwill ambassador for the Club in the community?
7. Do I introduce my business and social acquaintances to the work of the Club?
8. Do I have a reasonably good understanding of the Club's mission and philosophy?
9. Do I have a reasonably good understanding of and embrace the outcomes for youth as set by the Boys & Girls Club Movement in the "Great Futures Plan?"
10. Do I attend and participate in area council meetings and other BGCA activities when appropriate and when I am called on to do so?

SUMMARY CHECKLIST: GUIDELINES FOR EVALUATION

- Evaluation is the process of asking good questions, gathering information to answer them and making decisions based on those answers.
- The output of evaluation is organizational learning. It's a way for the Club to assess its progress and change in ways that lead to greater achievement of its mission.
- Evaluation is an essential component of effective decision-making, whether it be strategic planning or the quiet decision-making of daily organizational life.
- Evaluation is a developmental process, not a report card process.
- Evaluation is most effective in an environment that is as risk-free as possible.
- Evaluation is time and effort well-spent, saves money in the long run by making better use of limited resources, and helps ensure the Club's health and viability in a changing environment.

APPENDIX F: BOARD CALENDAR

January

Event	Date	Time	Place

February

Event	Date	Time	Place

March

Event	Date	Time	Place

April

Event	Date	Time	Place

May

Event	Date	Time	Place

June

Event	Date	Time	Place

July

Event	Date	Time	Place

August

Event	Date	Time	Place

September

Event	Date	Time	Place

October

Event	Date	Time	Place

November

Event	Date	Time	Place

December

Event	Date	Time	Place

APPENDIX G: CRISIS MANAGEMENT PLAN

In the event of an organizational crisis, _____, _____,
 _____ (name) _____ (e-mail)
 _____, _____, is the organizational spokesperson.
 _____ (fax) _____ (phone)

When referring inquiries to this individual, be helpful to callers by saying "I don't have those answers. Let me give you the name and contact information for the person who does."

CONTACTS (Full roster in back of handbook)

CHIEF EXECUTIVE OFFICER:

_____ (name)

_____ (address)  or  or 

_____ (phone) _____ (e-mail) _____ (fax) _____ (cell #)

BOARD CHAIR:

_____ (name)

_____ (address)  or  or 

_____ (phone) _____ (e-mail) _____ (fax) _____ (cell #)

SAFETY COMMITTEE/TASK FORCE:

_____ (name)

_____ (address)  or  or 

_____ (phone) _____ (e-mail) _____ (fax) _____ (cell #)

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.

APPENDIX I: ROSTER OF OFFICERS AND BOARD MEMBERS

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

APPENDIX J: WHAT MAKES A BOYS & GIRLS CLUB UNIQUE?

A Boys & Girls Club provides in its program contributions to members that are significant and distinguishable from what they get elsewhere – at school, home, church, private agencies or public recreation. Although programs and services vary among individual Boys & Girls Clubs depending on their resources, there are certain characteristics common to all of them.

The following makes a Boys & Girls Club a unique organization:

IT IS FOR BOYS AND GIRLS.

Being a member of a Boys & Girls Club satisfies the age-old desire of boys and girls to have a club of their own.

IT HAS FULL-TIME PROFESSIONAL LEADERSHIP.

It is supplemented by part-time workers and volunteers.

IT REQUIRES NO PROOF OF GOOD CHARACTER.

It helps and guides girls and boys who may be in danger of acquiring, or who already have acquired, unacceptable habits and attitudes, as well as boys and girls of good character.

IT ASSURES THAT ALL GIRLS AND BOYS CAN AFFORD TO BELONG.

Membership dues are kept low so that all girls and boys can afford to belong and even the least interested will not be deterred from joining.

IT IS FOR ALL GIRLS AND BOYS.

Girls and boys of all races, religions, and ethnic cultures are eligible to become members.

IT IS BUILDING-CENTERED.

Activities are carried on in the warm, friendly atmosphere of a building especially designed for conducting programs.

IT IS NON-SECTARIAN.

The Club is not involved or related to any specific religious sect or political group.

IT HAS AN OPEN DOOR POLICY.

Utilizing child safety standards for participation, the Club is open to all members at any time during its hours of operation.

IT HAS A VARIED AND DIVERSIFIED PROGRAM.

The Club's program recognizes and responds to the collective and individual needs of boys and girls.

IT IS GUIDANCE-ORIENTED.

A Boys & Girls Club emphasizes values in the relationship members have with each other and with their adult leaders. It helps boys and girls make appropriate and satisfying choices in their physical, educational, personal, social, emotional, vocational, and spiritual lives.

The distinctiveness of a Boys & Girls Club does not rest on any one of the above characteristics, but rather on a total combination of them.

APPENDIX K: CONTACTS

For further information, contact any of the following offices:

BOYS & GIRLS CLUBS OF AMERICA

National Headquarters
1275 Peachtree Street, NE
Atlanta, GA 30309
(404) 487-5700
FAX: (404) 487-5757

ATLANTA SERVICE CENTER

1275 Peachtree Street, NE
Atlanta, GA 30309
(404) 487-5700
FAX: (404) 487-5705

CHICAGO SERVICE CENTER

KEMPER
Midwest Training & Service Center
1590 Wilkening Road
Schaumburg, IL 60173
(847) 490-5220
FAX: (847) 490-5221

DALLAS SERVICE CENTER

2107 N. Collins Blvd.
Richardson, TX 75080
(972) 581-2360
FAX: (972) 581-2356

MILITARY SERVICES/INTERNATIONAL BOYS & GIRLS CLUBS OF AMERICA

1275 Peachtree Street, NE
Atlanta, GA 30309
(404) 487-5725
FAX: (404) 487-5989

NATIVE SERVICES UNIT

2107 N. Collins Blvd.
Richardson, TX 75080
(972) 581-2360
FAX: (972) 561-2356

OFFICE OF GOVERNMENT RELATIONS

1707 L Street, NW, Suite 670
Washington, DC 20036
(202) 507-6670
FAX: (202) 507-6667

Log on to www.bgca.net to explore the Board Resource Center and Boys & Girls Club Spillett Leadership University.

LEADING EDGE: 2020

GREAT BOARDS, GREAT FUTURES

www.bgcboards.org

GREAT FUTURES START HERE.



**BOYS & GIRLS CLUBS
OF AMERICA**

Boys & Girls Clubs of America
1275 Peachtree St. NE
Atlanta, GA 30309-3506
404-487-5700
www.bgca.org