

Board Roles and Responsibilities

Develop policies and monitor progress related to:

Maintaining the Legal Entity

- Observing the constitution and by-laws and updating as necessary
- Protecting the nonprofit status of organization
 - organizing annual meeting
 - submitting annual financial report to provincial government

Finances and Assets

- Establishing the annual budget
- **Reviewing financial statements at regular intervals**
- Protecting assets including insurance

Human Resources

- Guidelines for hiring staff, job duties, benefits, pay scales, performance reviews, etc.
- Roles for volunteers and guidelines for managing them

Public and Community Relations

- Strategies for dealing with the media including who speaks for organization
- Strategies for getting community input into organization
- Strategies for working with other community groups

Program Planning, Delivery and Evaluation

- Making sure the long-term goals are clear and acted upon, as well as short-term goals
- Regularly reviewing progress on each goal, by receiving written reports

Directly responsible for:

Employing the Senior Staff Person

- Hiring, supporting, reviewing the performance of one senior staff (usually the executive director) who hires and manages other staff
- Working with this one person to ensure all board policies are created and acted upon

Ensuring Board Continuity

- Establishing criteria for a strong board, such as the quorum of board members necessary for board meetings
Continuously reviewing board performance and the performance of individual board members
- Creating a roster of potential board members who might be recruited

Resource Development (but may delegate to staff)

- Ensuring the organization has the means to accomplish its goals
- Strategies for fundraising

Group 1 - Accountability

Accountability refers to the legal, financial and ethical responsibilities that organizations have to other organizations and individuals. Accountability occurs on many levels:

- staff are accountable to the board for their activities on behalf of the organization
- committees are accountable to the board for carrying out specific activities
- the board is accountable to the membership
- the organization is accountable to broader community
- the organization is accountable for \$\$ given by funders
- the organization has legal accountability under Society Act of British Columbia

Some of the areas that organizations are accountable for include:

- for carrying out activities and programs indicated in proposals, etc.
- for the quality of programs, service, activities or support provided by the organization
- for how they spend funds
- for having policies and procedures in place for managing funds, etc.
- for providing a safe working environment for staff

In which areas do you think VANDU can improve its methods of accountability?

What specific recommendations do you have for ensuring that VANDU is accountable and is seen to be accountable?

VANDU – Three Organizations in One?

What follows is a brief description of three types of organizations. Perhaps VANDU is a bit of each type. Or at some moments it is one type and at others it is another. Maybe the switching between organizational models causes confusion since each type of organization typically operates in a different way.

Advocacy-for-Change organization

- Must have credibility – has the right information, in touch with the situation
- Must be representative – speaks for the people that are advocating change
- Membership numbers are important
- One voice that is consistent and believable, excellent media skills
- A small group at the top manage policy and act as spokespersons so they can act and react quickly
- Large open meetings demonstrate the amount of support for the change proposed
- Everyone possible attends public meetings, a small group attends strategy meetings
- Success depends on influencing outside groups to change in a favourable direction

Mutual support group

- Inclusivity – everyone belongs, non-judgemental
- Opportunities to share experiences, learn from others and experience personal growth
- Personal goals such as paid jobs are important
- Many voices, many points of view and all need to be heard
- Everyone involved in every decision, keep it simple, move slowly
- Like a family, capacity building among participants is one outcome
- Meetings are opportunities to participate, to give and receive support and to grow
- Everyone who wants to be there attends meetings
- Success is bringing everyone along their own path at least some distance

Nonprofit society

- Legal entity that can receive government money, hire staff, pay rent
- Board legally responsible
- Board minutes are the voice of the board :
- Represents members and the wider community
- Emphasis is on funded outcomes, which creates a bias towards service delivery
- Meetings are about creating policy, effective management and control
- A quorum of board members must attend, senior staff should attend, and interested observers may attend if permitted
- Success is getting results that matter

- QUESTION OF CREDIBILITY OUTSIDE VANDU BOARD.