



RESPONSIBILITIES

1. Determine mission, purpose and strategic direction of the organization
 - a. Review and amend as appropriate, to clearly articulate the organization's mission, accomplishments, and goals to the public to garner community-based support
 - b. Have a strategic plan, and revisit it often
 - c. Have an annual plan of work that is annually evaluated to assess programs and services for their effectiveness and consistency with WPWA mission
2. Select, support, and evaluate an executive director
 - a. Keep a job description listing responsibilities and expectations
 - b. Ensure adequate moral and professional resources are available
 - c. Conduct annual performance reviews and set appropriate compensation
 - d. There exists a "succession plan" for departure of an executive director
3. Ensure adequate financial resources
 - a. Approve an annual budget and monitor it quarterly
 - b. Plan, through fund raising and grant writing, for fiscal sustainability
 - c. Ensure proper spending, and use of financial assets
4. Build a competent board
 - a. Be strategic about trustee recruitment, defining an ideal board composition based on the organization's priorities and needs
 - b. Have a process by which to vet board candidates
 - c. Have clear expectations and responsibilities, in writing, for board candidates to assess and reflect upon in considering becoming a trustee
 - d. Have an orientation process for new board members
 - e. Annually evaluate board performance
 - f. Adhere to established term limits for board members
 - g. Every board member serves in an officer position during their board tenure, according to a schedule set annually during the election of officers following the annual meeting of the membership
 - h. Every board member serves on at least one active committee
 - i. The executive director is an ex officio member of the board of trustees
5. Ensure legal and ethical integrity
 - a. Review bylaws periodically and amend as needed
 - b. Ensure adherence to legal standards and ethical norms
 - c. Form 990 is reviewed by the full board before it is filed



EXPECTATIONS

1. The board meets monthly, on the third Thursday of the month, to ensure we meet our responsibilities as a board in sustaining the fiscal health of the organization and in achieving its mission. It is a priority of board members to attend all board meetings, missing meetings only under exceptional circumstances
2. The board operates solely as a group, taking all official action at board meetings. Individuals who serve on the board have no special powers except at board meetings, or unless they are also officers who have clearly defined (in writing) responsibilities
3. Every board member makes an annual, personal contribution to the organization to the fullest amount possible based on their ability to give
4. Every board member participates in some aspect of fund raising activities
5. Every board member brings at least five (5) new memberships to the association each year
6. Board members act as stewards of the organization, representing and promoting its ideals, at functions and in one-on-one engagements, urging like-minded individuals and businesses to become supporting members.
7. Each board member signs a conflict of interest statement upon election to the board, and then on an annual basis throughout their tenure of service.

Selection and Vetting of Board Candidates

CONTEXT

The by-laws set forth the formal process by which new board members are elected, and set limits for their term of service. In order for the organization to select from a pool of candidates in a fashion that builds board capacity according to its needs, a process for selecting and vetting potential candidates is necessary.

DESCRIPTION

This policy sets forth the process by which potential board candidates apply, are reviewed, vetted, and invited to serve as a board member. In the event that it is detrimental to adhere to this process, the board should pass a motion, specifically for that instance, inclusive of as much of this policy as is reasonable to proceed with while still providing a robust selection process.

IMPLEMENTATION

The full board, or a committee empowered by the board with the task of candidate review, referred to here as the Nominating Committee, will develop a schedule, complete with start and end dates for each process step, for candidate review that includes the following elements:

1. DEFINING NEED FOR NEW BOARD MEMBERS
 - a. Annually the board reviews its need for new board members, and the desired backgrounds for new members. This review will take place within two (2) months of the meeting that sets the annual budget and annual plan of work of the organization. This allows board candidates with specific backgrounds and skill sets to be sought out according to actual needs for the coming year, while still allowing ample time to seek out and select appropriate candidates.
2. SOLICITATION OF CANDIDATES
 - a. Based on the experiential background of the desired candidates, the nominating committee determines a best mechanism by which to solicit application for service. This may include, but is not limited to: nomination by existing board members; advertisement to the membership of board member needs; recommendation of partner organizations or individuals.
3. REVIEW OF CANDIDATES
 - a. Set a date for candidate nominations to conclude.
 - i. Each nomination should include candidate name, town/state of residence, place of employment and job title, a brief description of how the candidate's background fills the need of a new board member as defined under 1. Defining Need For New Board Members above, and contact information such as phone number and email address.
 - b. Conduct Initial Review of Candidates
 - i. The nominating committee should consider setting out criteria by which to rank candidates so the process is transparent to all.
 - ii. Review is made to determine appropriateness of candidates, eliminating any that do not appropriately fit stated need.
 - iii. A list of candidates for further consideration is agreed upon.

- c. Potential candidates are contacted and made aware of the interest in their service on the board. Candidates should be made aware why they are of interest, what they bring to the board, and why that's important to the organization. Candidates should clearly express Yes they are interested or No they are not.
 - d. For those that say Yes, follow up should occur within 2-weeks requesting a resume or short personal biography, and a short statement or paragraph specifying why they would like to serve on the board of WPWA.
4. VETTING OF CANDIDATES
- a. The nominating committee reviews all candidate materials and selects priority candidates for further consideration.
 - b. Priority candidates are requested to attend a "gathering." The type of gathering would be determined by the nominating committee based on circumstances. For instance a board meeting, a formal presentation to a group of potential board candidates, or a more social event with multiple candidates in attendance. Regardless the type of gathering, the intent is for existing board members to meet candidates and vice versa, and to be sure there is a good fit.
 - c. Each candidate that is personally engaged, whether by individual interview or group gathering type event, will be provided a copy of the "Board Member Responsibilities & Expectations" document.
 - d. Nominating committee gets feedback from board members after the gathering event, and develops a slate of recommended candidates to invite for board service. Each nominee would be assigned a term limit, designated in such way that provides balance to overall number of board members as well as background/experiential qualities.
5. INVITATION and ORIENTATION
- a. The full board agrees upon the slate of invited candidates, and assigns the task of invitation accordingly, but generally would come from the chairman/president, who would contact the candidate by phone and make the formal invitation to serve on the board.
 - b. Board member selectees will attend the next scheduled board meeting. Upon acknowledgement of having read, and agreeing to, the board member responsibilities and expectations, and having signed a conflict of interest form, the board will approve induction onto the board via official motion and vote.
 - c. Newly appointed board members will be provided with an orientation within the first month of their term. Such orientation should include:
 - i. Provision of access to the board website and a brief introduction to website materials
 - ii. An orientation packet containing materials appropriate to building a better understanding of the organization
 - iii. An oral briefing of current budget status, overview of existing grants, annual committee goals and status, upcoming events, and any other information pertinent to increased understanding of the current functioning of the organization, its staff and its board.
