



**BOYS & GIRLS CLUBS
OF AMERICA**

Board Member Handbook & Resource Guide





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:

- Safe and fun places for kids to grow and thrive
- Ongoing relationships with caring trained staff who guide, coach, and motivate kids to be successful.
- Life-enhancing programs focused on academics, health, and leadership

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

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



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Board Structure

The following board structures serve as a guide for local organizations to best accommodate, respond to, and address its particular needs and challenges.

Officers

A team of officers leads every Boys & Girls Club board: a board chair, one or more vice chairs, a secretary, and a treasurer. Officers are elected to one- or two-year terms at the Board of Directors' annual meeting and can be eligible for re-election. Duties for each officer are outlined below.

- **Board Chair:** Possesses sound working knowledge of the Club, including its history, staff, membership and programs. Leads by inviting board members to participate; facilitates communication among and between board members and staff; guides Club, CEO and board evaluations; delegates authority; raises funds and supports resource development; maintains visibility in the community; and supports the Boys & Girls Club Movement.
- **Vice Chairs** (or vice president): Assists and supports board chair; serves as leader if necessary; provides leadership and guidance to designated standing committees and task forces; maintains community visibility; 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 finance committee, manages board review and action related to financial responsibility. Works with CEO and CFO to ensure all appropriate financial reports are made available to the board on time. Assists CEO and CFO in preparation of annual budget; presents budget to the full board. Along with the finance or audit committee, reviews the annual audit and answers questions from other board members.
- **CEO** (or president or executive director): Manages strategic planning and operations in support of the organization's mission and goals, in accordance with the elements of competence established for Club executives. Collaborates with the board to develop organizational goals, attain/allocate resources and establish policies. May lead special projects, as assigned by the board. 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 an officer): Identified at least one term in advance to ensure continuity, a board chair-elect works with the board chair to learn the role. May include, but not limited to, serving as vice chair, conducting board meetings in chair's absence, or attending Board Chair Orientation in preparation for assuming board chair role.

- **Ex-Officio/Immediate Past Board Chair:** Provides advice and leadership to the board regarding past practices to assist in governance. Supports board chair and chair-elect as needed. May also perform duties of the board chair in their absence or disability.

Work Group Types

- **Standing Committees** deal with ongoing issues, such as governance, financial oversight or resource development. The standing committee structure should be lean and strategic. While members rotate on and off, committees last indefinitely due to their continuous flow of work.
- **Task Forces/Ad-hoc Committees** complement standing committees by accomplishing specific tasks, such as reviewing bylaws or planning retreats. These time-limited groups offer 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** support and advise the Club and its governing board. Advice can include technical expertise, connections or assessment of programs. Advisory council members have no legal or formal responsibilities. Many multi-unit Club organizations create unit advisory councils, a group of volunteers with unique knowledge and skills, to complement the talents and expertise of the corporate board.
- **Affinity Groups**, often formed around social networks of shared interests in lifestyle, age, profession or ideology, are commonly devoted to fundraising and advocacy. Affinity groups do not hold governance or advisory responsibilities for the organization, but provide a vehicle for financial support and feedback.

Committees and Their Functions

Board committees complete necessary work between meetings, and often utilize the talents of board members in the work of the organization. The majority of board work occurs in committees. The effective use of committees distributes and expedites board work so it does not burden individuals. Committee use 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 design should meet the needs of the Club, and be as flexible as possible. In keeping with current governance trends, BGCA advises Clubs to use fewer standing committees and more task forces/ad-hoc committees. Club organizations often use the following committee assignments:

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

While this structure works well for many Club organizations, other Clubs 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 ensure 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 standing committee chairs during, or shortly after, the annual meeting. Special task force/ad-hoc committee chairs are appointed as the need arises, such as for conducting 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 members need to be on the board), determine committee duration, and clarify objectives.

It is desirable to have every board member serve on one or more committees. 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 Club boards 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, the CEO (ex-officio), Area Council Liaison, standing committee chairs, and other 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 the 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 annually review the organization's insurance program 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 an annual CEO performance review which actively engages members of the board.

Governance or Board Development Committee

Historically, Club boards have used nominating committees to identify, recruit, nominate and orient new board members. However, as the nature of effective governance receives more attention and boards seek to enhance how they govern, Governance Committees, also called Board Development Committees, have emerged, expanding the responsibilities and activities of 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 not only does the work of the nominating committee, but also increases the board's capacity by overseeing 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 five areas.

1. ***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.
2. ***Composition:*** 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.
3. ***Knowledge:*** Design and oversee 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.
4. ***Effectiveness:*** Lead a periodic assessment of the board's performance and propose, as appropriate, adjustments in structure, process, criteria and clarification of responsibilities.
5. ***Leadership:*** Anticipate board turnover and oversee the search for proposed board leadership; take steps to recruit and propose board members for roles that prepare them for leadership.

Financial Management Committee

Every Club'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:

- Ongoing review and monitoring of accounting policies, practices and internal controls;
- Implementation of a financial check-up;
- On-time issuance of financial statements and reports in accordance with regulatory obligations and donor requirements;
- Annual updates of the organization's investment strategy and policy;
- Ongoing review and monitoring of a risk management plan;
- Execution of a strategy for future financial stability that includes board reserve funds, board-directed endowment funds and donor-designated permanent endowment funds; and
- Enactment of a clear policy on processing and distributing bequest revenue.

Once the committee determines the proposed budget is sufficient to provide for the organization's operating needs, it presents the budget to the full board for approval. In cooperation with the treasurer, who serves 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 Planned Giving or Major Gifts Committee. Task forces/ad-hoc committees often lead specific aspects of annual resource development events (e.g., annual campaign, gala or golf tournament).

Audit Committee

Charitable organizations must have independent reviews of their financial procedures, controls and policies to provide strong safeguards. To maintain your organization's membership in BGCA, an independent certified public accountant (CPA) must conduct an annual audit. 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 CEO and treasurer at least once a year to study and approve the annual audit, select an audit firm and review the audit plan.

Task Force Types

Legal And Insurance Task Force

Reviews legal matters, with 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 to promote recruitment, onboarding and retention of key talent. This 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 ensures the organization meets human resource-related minimum and essential benefits, per 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. The task force works with the CEO to establish and monitor the job classification and compensation management program to ensure the creation of key human resources, including:

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

Revision recommendations are presented to the full board for approval and implementation.

Marketing and Communications Task Force

The 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, including exhibits, press, radio, Web, events and television. It 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 print and online material.

Each year, the task force handles the placement of TV, radio, print and online public service ads, as well as social media promotions provided by BGCA. It takes advantage of publicity opportunities presented by National Boys & Girls Club Week. 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. This 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. It helps establish contacts to generate support for the organization.

Program/Impact Task Force

This task force assists the CEO and staff in ensuring implementation of effective programs and youth development services. It approves yearly program goals, and assesses and recommends new programs. It ensures the organization tracks and maintains membership and other youth data.

In cooperation with the CEO and staff, the Program/Impact Task Force uses criteria established by BGCA to evaluate programs. It ensures 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

This task oversees Club facilities, furnishings and grounds remain satisfactory, by:

- 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 properly displayed on building exteriors.

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. Effective boards clearly define each board member's role in the success of the organization. Strong boards engage members, who are viewed as community leaders, with access to people and resources in the work of the organization. Strong boards also demonstrate commitment through members' financial support and resource development activity.

Roles of The Board

The importance of board leadership cannot be overstated. Volunteer leaders reflect the strength and diversity of the local 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

A nonprofit board must:

- *Determine organizational values, vision, mission and purpose.* Create and review statements of vision, mission and purpose that articulate Club goals, means, organizational behaviors and main constituents.
- *Ensure effective planning.* 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 tangible and intangible resources, including:

- *Sufficient financial and physical resources.* With the CEO, ensure the Club has satisfactory financial resources to fulfill its mission, and facilities and other physical resources needed for Club programs. This role includes ensuring that 100 percent of board members make a personal, unrestricted financial gift, participate in face-to-face solicitations, steward donors and cultivate relationships with future donors.
- *Select the CEO.* When it's time to hire a CEO, boards must reach consensus on job responsibilities and undertake a careful search to find the most qualified person for the position.
- *Build a competent board.* All boards must articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate 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 should attend meetings and stay engaged 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 ensure 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 a Boys & Girls Club. 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. The sharp focus of a Board of Directors will ensure the organization’s continued health, success and welfare. BGCA’s constitution and 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 on www.BGCA.net, or at BGCABoards.org to increase your knowledge.

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, each board member should 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 role is oversight and guidance; the staff’s role is management and operations. Of course the line between oversight and management can be fuzzy. 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:

1. Board members wear the *governance hat* when the full board meets to make high-level decisions related to the mission. The board, acting as a unified group rather than as individuals, sets direction and uses its authority to steer the organization on the appropriate course.
2. The *implementation hat* grants specific authority to act on the full board’s behalf. It is usually worn when a board delegates a task (e.g., selecting a firm to conduct a financial audit, directing the new CEO search). 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.
3. The *volunteer hat* is worn when serving as an organizational volunteer, such as stuffing envelopes, writing articles, setting up events, or raising funds. When wearing this hat, they may be accountable to the CEO, staff or another volunteer. While volunteering, board members must not try to take charge or run the program simply because of their role.

- **The board knows the organization’s stakeholders and primary beneficiaries.**

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 driving the organization to where the board has determined it should be. When 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/ her style. The CEO is a full-time employee.

- **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 needs of the board, not the staff.**

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 depends on interested, engaged board members. Due to the critical role they play, boards must assume responsibility for evaluating their own performance and developing improvement strategies. 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

Data-Driven Decision Making

Boys & Girls Club Boards of Directors should utilize data to inform their decisions. The National Youth Outcomes Initiative (NYOI) helps BGCA and local organizations measure the Formula for Impact (FFI) and demonstrates 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 any size Club 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)

Based on a specific predefined series of quantifiable measures, KPIs provide a current high-level snapshot of 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 several critical areas:

1. Strategic Growth
2. Operations
3. Resource Development
4. Increase Impact
5. Board Effectiveness

Board Relationships

The Board of Directors represents the organization in all aspects. Therefore, the board 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 affinity groups.

Relationship to CEO

The CEO is 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 should be confident that they are fulfilling all their responsibilities and commitment to the success of the Club. The board chair and a select committee should conduct an annual review of the CEO's performance. BGCA recommends use of its Chief Executive Officer Performance Management System.

In the event of a CEO transition, the board ensures support for the new CEO through an onboarding process comprised of three core activities:

1. Introduction to organization and community; attendance at key donor meetings
2. Checkins (weekly/as needed) for strategic guidance and organizational performance plans
3. CEO performance review, including developmental feedback

Relationship to Club Staff

The board's relationship to staff members other than the CEO primarily consists of ensuring competitive salaries, benefits and good working conditions. All official 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. Individual staff members should attend board meetings and special functions occasionally so board members get to know them. It is also often appropriate to have staff support relevant board committees.

Relationship to BGCA

Local board members must understand that BGCA is a service organization available to assist local Clubs in a variety of ways. Boards should not hesitate to call on staff at BGCA headquarters for service. However, they should rely on their Director of Organizational Development (DOD) as their primary contact and develop a close working relationship.

Note: Although local Clubs are autonomous and control their own affairs, BGCA is available to share its extensive experience. Organizations should ensure 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 through Spillett Leadership University. In addition, board members should participate in area, regional and national meetings when programs for board volunteers are offered. See calendar at BGCAboards.org to learn more.

Relationship to United Way

For organizations who receive funding from the United Way, the Board of Directors is the Boys & Girls Club's ultimate authority in this relationship. As a general rule, Club volunteers should interact with United Way board members, and Club staff should work with United Way personnel. The board should ensure submission of reports and documentation per the working agreement.

Club board members should support United Way efforts, including the annual campaign and service on the United Way Board of Directors and its 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 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 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 Donors and Funding Sources

One of the key roles a board plays is to help raise 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. Sound, active relationships with local, state and federal officials and offices can provide avenues for resources and support. These relationships, when nurtured, create the bond that ensures future funding for the organization.

Relationship to Community

Public trust is the single most important asset for any nonprofit entity, and each board member has a role to play in protecting the Club's positive reputation. 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 Schools

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

Relationship With Former Board Members

Former board members – especially former board chairs – are an important resource. Every Board of Directors should make an effort to keep in touch with former board members, as they can provide valuable insight into organizational history and serve as a Club community advocate.

Relationship With Media

Advertising and marketing can be expensive. 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. The community must be assured that financial contributions are properly handled and that youth benefit from Club activities. Regular and periodic reports of impact should be made through various media outlets. The Club should also occasionally invite the public to attend events at its facility.

Boys & Girls Clubs of America

National and Regional Structure

BGCA establishes standards and recommends methods of operation; develops programs and program materials; assists with 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 (assuming good standing, which consists of being in compliance with membership requirements and paid annual membership dues). The council is composed of delegates elected by the governing body of each member organization and meets annually at the National Conference.

National Board of Governors

Boys & Girls Clubs of America's Board of Governors provide 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 organizational adherence to mission
- Ensure high quality professional leadership

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 national body 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 Area Councils problems 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 frequently serve as channels for ideas, suggestions and proposals to flow to the National Council. Conversely, Area Councils are often called upon to implement 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 members 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 convene Club board members and CEOs within a geographic area to exchange ideas and discuss plans, programs, methods, trends, challenges, concerns and opportunities;
- work and plan together for the benefit of local Clubs, its youth, 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;

- consider proposed changes to BGCA’s constitution and membership requirements;
- 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 stay 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 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 – incorporated entities governed by a Board of Directors – offer local Clubs a great opportunity to secure resources from state governments. A BGCA-assigned Government Relations Director works in conjunction with each Alliance’s Board, local Clubs and, in most states, a contract lobbyist. They work with legislators, state agencies and other elected officials to secure state funding to be distributed among all member Clubs of the Alliance.

State Alliances also allow for a coordinated and unified Boys & Girls Club message that greatly increases the likelihood of successful fundraising. Local Clubs are encouraged to join and participate in their State Alliance. For more information, go to www.bgca.net/Funding/Gov-Relations to connect with your state’s Government Relations Director.

Resource Guide

The Resource Guide highlights publications available for free or for a nominal fee from your DOD. These resources, and a plethora of other tools are available at BGCA.net or through BGCAboards.org.

Board Briefs – A series of at-a-glance resources on specific topics to help board members better support their local Boys & Girls Club. These briefs are designed as five-minute educational opportunities to be delivered at board meetings.

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

BGCA Constitution – This foundational document includes the Congressional Charter and requirements for membership in Boys & Girls Clubs of America (including information regarding membership dues).

Board Safety Committee – Every Boys & Girls Club Board of Directors should have a Safety Committee to oversee annual safety responsibilities, including conducting a safety assessment, analyzing member survey data related to safety, ensuring regular facility checks and reviewing safety incidents at least quarterly.

Child & Club Safety Resources – Ultimately, the board drives safety efforts for a Boys & Girls Club. BGCA’s Child & Club Safety Department helps strengthen every Boys & Girls Club’s capacity to protect its members and promotes the Boys & Girls Club Movement as a catalyst for protecting America’s youth. A wide range of resources ensures Clubs remain in compliance with BGCA’s Membership Requirements and continue to make safety improvements. Resources, tools and trainings are available online and through your DOD. Familiarize yourself with these safety resources and guides and use them to enhance both board meetings and leadership discussions with your CEO.

Connections Magazine – *(distributed via CEO and via monthly email from BGCA)* – The magazine of the Boys & Girls Club Movement, *Connections* features articles by local Club leaders, outside professionals and BGCA staff on youth and Movement-wide issues, Club administration, board topics and programming.

Formula For Impact – The Formula for Impact in Action: Implementing an Outcome-Driven Club Experience guide provides step-by-step plans for improving the quality of Club operations and programming.

Graphic Standards Manual – Information about the correct and most effective use of the Boys & Girls Club service mark. Covers dos and don'ts to increase awareness and recognition of service mark and your Club.

Human Resources – Explore a collection of resources for effective people management:

- **Executive Succession Planning Tools:** Tools for long-term succession planning and for dealing with emergency executive succession.
- **Group Benefit and Insurance Plans:** Retirement, health and welfare, property and casualty, liability, and legal assistance plans are all 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](tel:800-358-2163) or via e-mail at hrservices@501c.com.
- **Sample Employee Handbook:** To assist all Clubs with HR management, a customizable Sample Club Employee Handbook and the Code of Ethics is available.

Marketing Campaigns (<http://marketing.bgca.net>) – Market your Club 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 youth services; and create community demand for additional services.

National Service Recognition Program – Includes nomination procedures, criteria for eligibility and fees for national service to youth awards, bronze medallions, and silver medallions.

National Youth Outcomes Initiative (NYOI) – This initiative supports 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 dashboards and reports containing state, regional and national benchmarks
- A survey tool to collect youth outcome information that can be difficult to measure
- Training and assistance on how to leverage NYOI for your own Club's specific needs

Resource Development Repository – This online repository contains the latest information, advice and news about current fundraising shared by fellow Club leaders. The site includes Ask The Expert which enables users to ask confidential questions of a panel of experts and receive quick responses via e-mail. It also allows users to:

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

Spillett Leadership University School of Board Leadership – Library of free, self-paced, online courses and in-person facilitator-led sessions. Spillett Leadership University includes courses for all levels of Club leaders through five different schools: Board, Executive, Resource Development, Management, and Youth Development.

Appendices

Appendix A: Code of Ethics for Board Members

Appendix B: Boys & Girls Club Quick Reference Guide Template

Appendix C: Board Member Self-Appraisal Questionnaire

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Appendix F: Job Description for Individual Board Members

Appendix G: Roster of Officers and Board Members

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APPENDIX A: Code Of Ethics For Board Members

A Matter of Trust: Our Code of Ethics for Board Members

The purpose of “A Matter of Trust: Our Code of Ethics” is to help ensure all Board Members of Boys & Girls Club of Any Town (“BGC”) adhere to and promote proper ethical standards, abide by the law, and preserve the organization’s integrity, reputation, professional and business relationships.

It is not possible to address all ways in which ethical issues may arise. The following principles provide a guide to making sound judgments and decisions on behalf of a Club and its mission.

Pledge of Personal and Professional Conduct

- **Integrity** – I will demonstrate the highest standards of individual conduct, personal accountability, trustworthiness, fair dealings, consideration of the rights of others, and 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 BGC funds and resources.
- **Compliance** – I will comply with this Code of Ethics, laws and regulations affecting the BGC.

Professional Practices

As volunteer leaders of Boys & Girls Clubs of Any Town, 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 BGC’s Board Members. *The points below are not intended to be all-inclusive. Board members are encouraged to utilize 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 BGC.
- I will work cooperatively with others, determined to be a cohesive and integrated member of the team working towards 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 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 other designated person 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 BGC and will avoid any conduct that may impair my judgment with respect to BGC.
- 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 BGC.
- I will ensure that travel, entertainment and related expenses are incurred on a basis consistent with the mission of BGC and not for personal gain or interests or benefit any other related party.
- I will reveal to the Chair of the Board any perceived, potential or actual conflicts of interest.

Assets, Financial Reporting and Transactions:

- I will do my part to ensure BGC complies with prescribed accounting policies and procedures.
- I will do my part in ensuring 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, 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 donated resources are used in the manner in which they were intended or will transparently inform donors of significant alterations to their gift's planned use.

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 BGC for the purpose of advancing any private interest or otherwise for personal gain.
- I will keep confidential all sensitive information, such as compensation and performance data.

Political Contributions:

- I will not make – or create the appearance of making – any contributions to any candidate for public office or political committee on behalf of BGC.
- 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 BGC, 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 Questions:

- Upon receipt of the Code of Ethics, each Board Member will agree in writing to comply with the Code of Ethics (Certificate and Disclosure Statements located at end of this document).
- I understand any questions regarding the Code of Ethics, its interpretation or application should be directed to the Chair of the Board.
- I understand that if I know of a Code of Ethics violation, I should immediately report it to the Board Chair.
- In the alternative, I understand I can utilize BGCA's confidential Ethics Hotline to report a violation of the Code of Ethics via the telephone or the Internet.
- I understand that if I believe I may not be in compliance with the Code of Ethics, I should complete the Disclosure Statement, and the Board Chair will provide a written response.

Follow-Up:

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

CERTIFICATE

I acknowledge 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]

DISCLOSURE STATEMENT

I acknowledge 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:

Name

Signature

Date: _____

Please sign, date and return this disclosure statement to:

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

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. To be in compliance, you must: _____

Signature of Committee Chair

Date

APPENDIX B: Boys & Girls Club Quick Reference Guide Template

Historical Record

- Incorporated on _____
- Became member of Boys & Girls Club of America _____
- First Clubhouse location _____
- First President _____
- Became a member of _____ in _____ (United Way)

Governance Guidelines

- Active Governing Body of organization is _____ (responsible to the corporate body)
- Comprised of _____ members
- ___% of directors are elected each year at the annual meeting for a ___- year term
- Annual meeting is held on _____
- The Governing body meets regularly every _____ at _____ o'clock, at _____
- A quorum consists of _____% 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.

Elections

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)

**Assets And
Liabilities As Of**

(Date)

Value of owned land, buildings and equipment (not camp property) \$ _____

Value of owned camp property and equipment \$ _____

Organization has \$ _____ in an Endowment Fund

Present annual operating budget is \$ _____

Camp operating budget is \$ _____

Organization has an indebtedness of \$ _____

Funding includes: _____% board raised; _____% foundations; _____% special events;
_____% government.

Our Board approves the annual report and program outcome data on _____

I reviewed our organization's IRS 990 report and financial audit on _____

**Membership &
Operational
Information**

The Club has a membership of _____ boys and girls; _____ are teens.

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 for members and other youth served: _____

_____ service sites operate, led by _____ 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 Plan on _____

ADA (Average Daily Attendance) is _____ (school year) and _____ (summer).

Our annual cost per member is \$ _____ (Total annual budget/Total annual membership)

Our Average Daily Cost per Child Served is \$ _____ (Total cost per day/Average Daily Attendance)

Our organization's website is _____

Our organization's Twitter handle is @ _____

Our organization's Facebook page is _____

APPENDIX C: Board Member Self-Appraisal Questionnaire

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 board volunteers. The following questions may be used to guide a self-appraisal of board member 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 relative 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 2025 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 Review: 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 D: 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 E: Crisis Management Plan

In the event of an organizational crisis, _____ at _____,
(name) (email)
_____, _____, 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: _____

(phone) (email) (fax) (cell #)

Board Chair:

Name: _____

Address: _____

(phone) (email) (fax) (cell #)

Safety Committee/Task Force Contact:

Name: _____

Address: _____

(phone) (email) (fax) (cell #)

APPENDIX F: Board Member Job Description

JOB TITLE: Board Member

ACCOUNTABILITY: Board of Directors

GENERAL FUNCTION: To participate as a 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:

- Possesses recognition and status within the community
- Is knowledgeable about social concerns of the community
- Has 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 congruence between decisions and core values. Allocate time to what matters most and continuously engage in strategic thinking. When making decisions, put the interests of the organization above all else. 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 the board to fulfill essential governance duties that support organizational priorities. Link bold visions and ambitious plans to Key Performance Indicators, financial support, expertise and networks of influence.
- Support Continuous Learning: Energize the board through planned turnover and succession. Implement thoughtful onboarding plan that includes recruitment, orientation and engagement. Using an annual board performance plan, evaluate and assess value added to the organization, realizing quality improvement is a critical component of continuous learning.

COMPETENCIES:

- Safeguarding the organization's mission and purpose
- Ensuring effective organizational planning
- Securing adequate resources
- Ensuring high quality professional leadership
- 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 diverse board composition, high board performance and ongoing board development
- Conducting periodic evaluation of the board and individual members' effectiveness
- Evaluating the chief executive officer's effectiveness annually

DUTIES:

- Complete 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 G: 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 #	
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Email	
  	
Name	
Term Expires	
Contact Information	
Address	
Tel #	
Fax #	
Cell #	
Email	
  	

APPENDIX H: 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

MILITARY SERVICES/INTERNATIONAL BOYS & GIRLS CLUBS OF AMERICA

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

ATLANTA SERVICE CENTER

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

NATIVE SERVICES UNIT

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

CHICAGO SERVICE CENTER KEMPER

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

OFFICE OF GOVERNMENT RELATIONS

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

DALLAS SERVICE CENTER

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

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