

**Board of Directors  
President  
Job Description**

**Title** President

**Purpose**

: Someone has to be the board's leader and that is the board president. The job description for the president is relatively simple, but the job can be complex. Any power exercised by the board president must be first by the full board in policy or in commonly accepted and understood practice of the board. Traditionally the board president has several duties including being a facilitator, delegator, liaison and team builder.

**Key Responsibilities**

1. Is a member of the Board of Directors.
2. Serves as the Chief Volunteer of the organization.
3. Is a partner with the Executive Director in achieving the organization's mission.
4. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
5. Chairs meetings of the Board after developing the agenda with the Executive Director.
6. Encourages Board's role in strategic planning.
7. Appoints the chairpersons of committees, in consultation with other Board members.
8. Serves ex officio as a member of committees and attends their meetings when invited.
9. Discusses issues confronting the organization with the Executive Director.
10. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
11. Reviews with the Executive Director any issues of concern to the Board.
12. Monitors financial planning and financial reports.
13. Plays a leading role in fundraising activities.
14. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
15. Evaluates annually the performance of the organization in achieving its mission.
16. Performs other responsibilities assigned by the Board.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

Support: Executive Director

**Qualifications :**

- A commitment to REAL life and its values; an understanding of REAL life objectives, organization, and services, and the responsibilities and relationship of paid and volunteer staff.
- Knowledge of and influence in the community.
- Ability to understand concepts and articulate ideas.

**Signed:**

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**Date:**

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**REAL Life  
Board of Directors  
Vice President  
Job Description**

**Title:** Vice President

**Purpose:** The vice-president of the board traditionally serves as the backup for the board president. However, the vice-president is usually assigned additional specific duties such as chairing a committee, taking charge of board development activities or preparing the annual membership meeting.

The vice-president works with the president to stay current on issues and methods of board operation to be able to assume presidential duties if the president can't perform the required function.

The vice-president is often considered the logical successor to the president's position at the end of the current president's term.

**Key Responsibilities :**

1. Is a member of the Board of Directors.
2. Performs Chair responsibilities when the President cannot be available.
3. Reports to the Board's President.
4. Works closely with the President and other staff as agreed to by the Executive Director.
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Committee Member  
Job Description**

**Title:** Committee Member

**Purpose:** Committees are a valuable extension of the board. Understand the mission of the committee. Help your committee stay on its responsibility and accountability to the full board. Be sure to work in an orderly, timely and accountable fashion.

Whatever the type of committee, the only purpose of that committee is to extend the work of the board. Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues. The committee chair will report on behalf of the committee to the full board.

**Key Responsibilities:**

1. Regularly attends all committee meetings.
2. Call and preside over meetings of the committee.
3. Set the agenda for committee meetings and provide minutes to the Executive Director and Board President.
4. Invite the Executive Director and Board President to attend committee meetings.
5. Delegate responsibilities to other committee members and encourage their full participation.
6. Evaluate the work of the committee with other committee officers, the board president and the executive director in concert with the organization's strategic plan.
7. Makes serious commitment to participate actively in committee work.
8. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
9. Stays informed about committee matters, prepares well for meetings, and reviews and comments on minutes and reports.
10. Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
11. Is an active participant in the committee's annual evaluation and planning efforts.
12. Participates in fund raising for the organization.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Human Resources Committee  
Committee Description**

**Title:** Human Resources Committee

**Purpose:** Committees are a valuable extension of the board. Understand the mission of the committee. Help your committee stay on its responsibility and accountability to the full board. Be sure to work in an orderly, timely and accountable fashion.

Whatever the type of committee, the only purpose of that committee is to extend the work of the board. Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues. The committee chair will report on behalf of the committee to the full board.

**Key Responsibilities:**

1. Reports to the full Board on committee's decisions/recommendations.
2. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
3. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
4. Carries out an annual evaluation of the Executive Director.
5. Make recommendations to the full board on management proposals for staff compensation schedules and staff benefit programs.
6. Keep jurisdiction of the Board and make recommendations in regard to the full Board.
7. Approve the employee manual annually.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Revenue Development/Public Relations Committee  
Committee Description**

**Title:** Revenue Development/Public Relations Committee

**Purpose:** Committees are a valuable extension of the board. Understand the mission of the committee. Help your committee stay on its responsibility and accountability to the full board. Be sure to work in an orderly, timely and accountable fashion.

Whatever the type of committee, the only purpose of that committee is to extend the work of the board. Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues. The committee chair will report on behalf of the committee to the full board.

**Key Responsibilities:**

1. Reports to the full Board on committee's decisions/recommendations.
2. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
3. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Technology Committee  
Committee Description**

**Title:** Technology Committee

**Purpose:** Committees are a valuable extension of the board. Understand the mission of the committee. Help your committee stay on its responsibility and accountability to the full board. Be sure to work in an orderly, timely and accountable fashion.

Whatever the type of committee, the only purpose of that committee is to extend the work of the board. Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues. The committee chair will report on behalf of the committee to the full board.

**Key Responsibilities:**

1. Reports to the full Board on committee's decisions/recommendations.
2. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
3. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Audit Committee  
Committee Description**

**Title:** Audit Committee

**Purpose:** The audit committee coordinates the board's financial oversight responsibilities by recommending policy to the board and monitoring its implementation. The committee also provides board oversight of the organization's financial audit.

The committee monitors the organization's financial records; reviews and oversees the creation of accurate, timely, and meaningful financial statements to be presented to the board; reviews the annual budget and makes recommendations to the full board concerning approval or disapproval; monitors budget implementation and financial procedures; monitors the organization's financial assets; monitors compliance with federal, state, and other reporting requirements; and helps the full board understand the organization's finances. The committee also recommends the chosen auditor for full board approval and reviews the audit.

**Key Responsibilities:**

1. Reports to the full Board on committee's decisions/recommendations.
2. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
3. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.

**Qualifications:**

- Strong background in accounting, finance, or business.
- Interaction with OMB 133 auditor as required.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Executive and Board Policy Committee  
Committee Description**

**Title:** Executive and Board Policy Committee

**Purpose:** The executive and board policy committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board of directors.

**Key Responsibilities:**

1. Reports to the full Board on committee's decisions/recommendations.
2. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
3. Leads the board in regularly reviewing and updating the board's statement of its role and areas of responsibility, and the expectations of individual board members.
4. Assists the board in periodically updating and clarifying the primary areas of focus for the board.
5. Participate in selection, supervision, and evaluation of Executive Director.
6. Approves and/or assists in long range planning.
7. Reviews the financial status and progress towards goals biannually.
8. Review policies and procedures and makes recommendations.
9. Also serves as Community Advisory Board.
10. Leads in assessing current and anticipated needs for board composition, determining the board's knowledge, attributes, skills, abilities, influence, and access the board will need to consider, in order, to accomplish future work of the board.
11. Nominates individuals to be elected as directors of the board.
12. In cooperation with the board chair, meets annually with each board member to assess his or her continuing interest in board membership

**Qualifications:**

- Strong background in accounting, finance, or business.
- Interaction with OMB 133 auditor as required.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_



**Board of Directors  
Board Member  
Job Description**

**Title:** Board Member

**Purpose:** The board members govern the organization. They plan and monitor issues like finance and services, evaluate the progress of the organization and other duties to keep the organization viable and moving. Members are part of a team whose responsibilities encompass executive, staff, buildings, finance, assets, success and failure of the non-profit.

Members set policy, create both short and long range plans for the future, establish the organization's mission statement, monitors and evaluates the organization's projects, monitors finances, monitors the Executive Director, advocates for the organization and contributes expertise to the organization.

**Key Responsibilities**

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1. Must be a board member. Attend regular meetings of the REAL Life Board of Directors, which are each approximately two hours in duration. The board meets at least eight (4) times per year. Be accessible for personal contact in between board meetings either by phone or email.
2. Makes serious commitment to participate actively in committee work. Provide leadership to board committees. Each board director is expected to serve as an active, ongoing member of at least one committee. This requires a number of meetings per year plus individual committee task completion time. Presently committees include Revenue Development/Public Relations Committee, Human Resources Committee, Audit Committee, Executive and Board Policy Committee and the Technology Committee.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about committee matters, prepares well for meetings, and reviews and comments on minutes and reports. Responsibly review and act upon committee recommendations brought to the board for action.
5. Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the committee's annual evaluation and planning efforts.
7. Participates in fund raising for the organization. Commit time to developing financial resources for REAL Life. This includes making a personally meaningful financial gift as well as supporting other fund development activities of REAL Life in a manner appropriate for board directors.
8. Prepare in advance for decision-making and policy formation at board meetings; take responsibility for self-education on the major issues before the board.
9. Participate in the annual board director self-review process.
10. Participate in the annual board development and planning retreat usually held in May of each year.
11. In general, utilize personal and professional skills, relationships and knowledge for the advancement of REAL Life.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:**

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**Date:** \_\_\_\_\_

**Board of Directors  
Secretary  
Job Description**

**Title:** Secretary

**Purpose:** The secretary's job is really that of overseer to be sure the job is done correctly and that the minutes of all meetings are safeguarded for the future.

**Key Responsibilities:**

1. Is a member of the Board of Directors.
2. Maintains records of the board and ensures effective management of organization's records.
3. Manages minutes of board meetings.
4. Ensures minutes are distributed to members shortly after each meeting.
5. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Treasurer  
Job Description**

**Title:** Treasurer

**Purpose:** The board treasurer is responsible to ensure that adequate financial records are kept, accurate and timely financial reports are delivered to the board and that an audit of the organization's finances is completed annually. The treasurer may also be asked by the Executive Director to assist in preparation of the budget to be submitted to the full board and to help interpret financial reports to the full board.

**Key Responsibilities:**

1. Is a member of the Board of Directors.
2. Manages finances of the organization.
3. Administrates fiscal matters of the organization.
4. Provides annual budget to the board for members' approval.
5. Ensures development and board review of financial policies and procedures.

**Time Commitment:** As required to accomplish major duties.

**The treasurer must also display the following:**

- An understanding of needs for REAL Life services, as well as the financial and human resources.
- An understanding of the record keeping, accounting systems, and financial reports.
- An ability to work with the Chief Financial Officer, accountant, bookkeeper, and auditors as necessary.
- Prudent Reserve Development.

Elected By: Board of Directors

Length of Term: Two year

Time Commitment: Negotiable to meet the requirements of the organization

Reports to: Board of Directors

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board of Directors  
Board Development Committee Member  
Job Description**

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**Title** Board Development Committee Member

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**Purpose** The primary duty of the committee is to lead the recruitment process for suitable members for the REAL Life board.

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**Key Responsibilities**

1. Identify future needs of the board including required skills and knowledge;
2. Work with Executive Director and the REAL Life Board Development Committee, identify potential REAL Life Board members;
3. Review and expand on selection criteria and materials to be used in the recruitment process;
4. Become familiar with the board's bylaws and policies regarding recruiting and nominating new board members;
5. Screen suitable candidates according to the selection criteria and recommending successful individuals to the board of directors; and
6. Ensure new board members receive proper orientation and other necessary training.

When suitable candidates have been identified, the nominating committee will initiate discussions with them to gauge their interest and provide answers to any questions or concerns.

For this reason, nominating committee members will have access to, and knowledge of:

- An overview of the organization;
- A summary of the REAL Life programs, strategic plan (Vision, Mission), and financial statements;
- Board member job descriptions and a list of the board's duties; and
- Information on board orientation and other training opportunities.

The nominating committee is fundamental to the board's recruitment strategy and serves as the lead in the continuous process.

**Developing Selection Criteria**

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To be most effective in ensuring the right candidates are considered, the selection criteria must consider the composition of the current board, the current directors' qualities, and the dynamic needs of the organization.

Some basic qualities that the nominating committee considers in potential board members include the candidates':

- overall interest and enthusiasm in serving on the board of REAL Life and supporting the organization's Mission;
- level of integrity;
- team work skills;
- ability to think for the future;
- time availability and time constraints;
- ability to support fundraising efforts; and
- ability to influence others

**Board of Directors  
Board Development Committee  
Committee Description**

The Board Development Committee assumes the primary responsibility for matters pertaining to Board of Director's recruitment, nominations, orientation, training, and evaluation in accordance with the by-laws of the organization as well as established policies and practices approved by the Board of Directors.

1. Until such time as REAL Life has a Board of Directors in place, appointments of the Chair and members of the Board Development Committee shall be made by the Executive Director with the advice from Consultant in accordance with the By-laws.
2. The Chair of this Committee shall be a member of the Board of Directors.
3. Other members of this committee may be members of the Board of Directors, subject to the conditions stated in the by-laws.

**Responsibilities**

1. Study REAL Life requirements of the Board of Directors to determine existing skills and experience and to identify required skills and experience.
2. Recruit individuals to serve as members of the Board.
3. Develop an orientation and training plan for new Board Directors.
4. Orientate and training new Board Directors.
5. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
6. Regularly progress reports to the Board of Directors.
7. Review annually the procedures for Board recruitment.