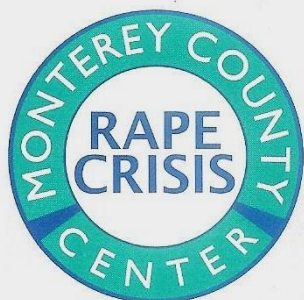


## MCRCC Board Membership



*Serving the needs of sexual abuse survivors and their loved ones, and providing prevention education programs since 1973.*



*Sirviendo a las necesidades de los sobrevivientes de abuso sexual y sus seres queridos, y proporcionando programas educativos para su prevención desde 1973.*



### **Monterey Office**

P.O. Box 2630  
Monterey, CA 93942  
T: (831) 373-3955  
F: (831) 373-3389

### **Salinas Office**

P.O. Box 2401  
Salinas, CA 93902  
T: (831) 771-0411  
F: (831) 771-0105

24 Hour Crisis Lines:  
(831) 375-HELP  
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[mcrcc@mbay.net](mailto:mcrcc@mbay.net)

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### **Responsibilities of the Individual Members of the Board**

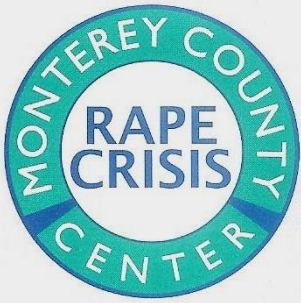
- ✓ Understand and support the mission of the organization
- ✓ Understand and follow the organization's policies, including conflict of interest and confidentiality policies
- ✓ Be informed about the organization's services, policies, and programs
- ✓ Follow trends and important developments related to this organization
- ✓ Assist with fund-raising and give a significant annual gift to the organization.
- ✓ Assist the board in carrying out its fiduciary responsibilities, such as reviewing and understanding the organization's financial statements
- ✓ Review agenda and supporting materials prior to board and committee meetings
- ✓ Serve on committees and offer to take on special assignments
- ✓ Attend all board and committee meetings and functions, such as special events
- ✓ Have a respectful and supportive working relationship with the chief executive
- ✓ Follow policies and procedures regarding Board member communication and interaction with staff. Respect channels of communication. Refrain from making special requests of the staff.
- ✓ Act as a good-will ambassador to the organization
- ✓ Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- ✓ Contribute to making board service a satisfying and rewarding experience for self and for peers.

No individual board member or officer has the authority to act on behalf of the Board of Directors in any matter concerning the organization or in any manner in regard to any staff member unless given the authority by the entire board.

### **Personal Characteristics of an Effective Board Member**

- ✓ Ability to listen, analyze, think clearly and creatively, work well with individual people and groups.
- ✓ Willingness to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
- ✓ Willingness to develop certain skills if you do not already possess them, such as to cultivate and solicit funds; cultivate and recruit board members and other volunteers; read and understand financial statements; and learn more about the substantive program area of the organization.
- ✓ Possess: honesty, sensitivity to and tolerance of differing views; a friendly, responsive, and patient approach, community-building skills; personal integrity; a developed sense of values; concern for your nonprofit's development; a sense of humor.

Approved 11/18/2013



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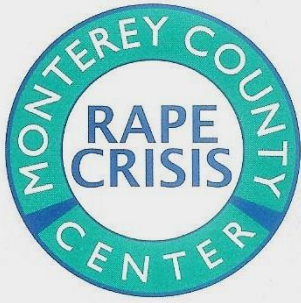
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## Board Roles and Responsibilities

- 1. Determine the organization's mission and purpose** - A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board's responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
- 2. Select the executive** - Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.
- 3. Support the executive and review his or her performance** - The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the board, should decide upon a periodic evaluation of the chief executive's performance.
- 4. Ensure effective organizational planning** - As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
- 5. Ensure adequate resources** - One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.
- 6. Manage resources effectively** - The board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
- 7. Determine, monitor, and strengthen the organization's programs and services** - The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.
- 8. Enhance the organization's public standing** - An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.
- 9. Ensure legal and ethical integrity and maintain accountability** - The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid financial internal controls, personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will help ensure proper decorum in this area. The board must establish pertinent policies, and adhere to provisions of the organization's bylaws and articles of incorporation.
- 10. Recruit and orient new board members and assess board performance** - All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a "balanced" board composition. Boards must also orient new board members to their responsibilities and the organization's history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved.



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## **Legal Responsibilities of Nonprofit Boards**

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

### **Duty of Care**

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily **prudent person** would exercise in a like position and under similar circumstances." This means that a board member owes the duty to **exercise reasonable care when he or she makes a decision as a steward of the organization.**

### **Duty of Loyalty**

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member must avoid conflicts of interest and can never use information obtained as a member for personal gain, **but must act in the best interests of the organization.**

### **Duty of Obedience**

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.