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# NONPROFIT MANAGEMENT FOR PET RESCUE ORGANIZATIONS

## Part Two: Board Development and Organizational Structure

For more information on these  
and other nonprofit  
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## In this section:

- ◉ Nonprofit governance definitions
- ◉ Organizational structure
- ◉ Board development
- ◉ Board member responsibilities
- ◉ Board member liability



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# What is the role of the Board of Directors?

- The Board of Directors is the governing body of any nonprofit organization.
- The Board addresses all aspects of running an effective, responsive and legal community organization.
- It can be helpful to think of the Board of Directors as the “owners” of the nonprofit business...
- ...but remember, Board members cannot profit from their service to the organization!



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# What is the role of the Board of Directors?

- In smaller, all-volunteer organizations, the Board may take an active role in the day-to-day operation of the organization.
- In larger organizations, staff may take the active role, with the Board providing governance, guidance and overall vision.
- Executive Directors and staff need to remember that, even if the Board stays in the background, they have the ultimate legal responsibility and decision-making power for the actions of the organization.



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# Who should be on the Board of Directors?

- ◉ When you are forming your organization, or seeking to fill a vacancy on your Board, look for community leaders who are committed to your mission, have skills that can help the organization, are influential in the community and are willing to devote time, energy and funds to your organization.
- ◉ A good Board size for a community based organization is 7 to 15. Too few, and you won't really reflect the viewpoints of your community. Too many makes for scheduling complications, unwieldy meetings and difficulty filling a quorum.



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# Who should be on the Board of Directors?

Good candidates for Board members include:

- ◉ An attorney
- ◉ A CPA
- ◉ A bank president or manager
- ◉ A representative from county or city Animal Control
- ◉ A veterinarian
- ◉ A public relations or marketing specialist
- ◉ Well-known and influential folks in your community: university president or their spouse, TV news anchor, CEO of large local company, owners of car dealerships, local high school or college football coach or well-known players. Look for people who attract attention and are willing to use their local fame to help animals in your community.



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# What does the Board of Directors do?

- ◉ Structure the organization to operate efficiently, effectively and legally
- ◉ Determine vision and mission
- ◉ Establish bylaws, policies and procedures
- ◉ Strategic planning
- ◉ Oversee the finances
- ◉ Fundraising (including an annual personal donation to the organization)



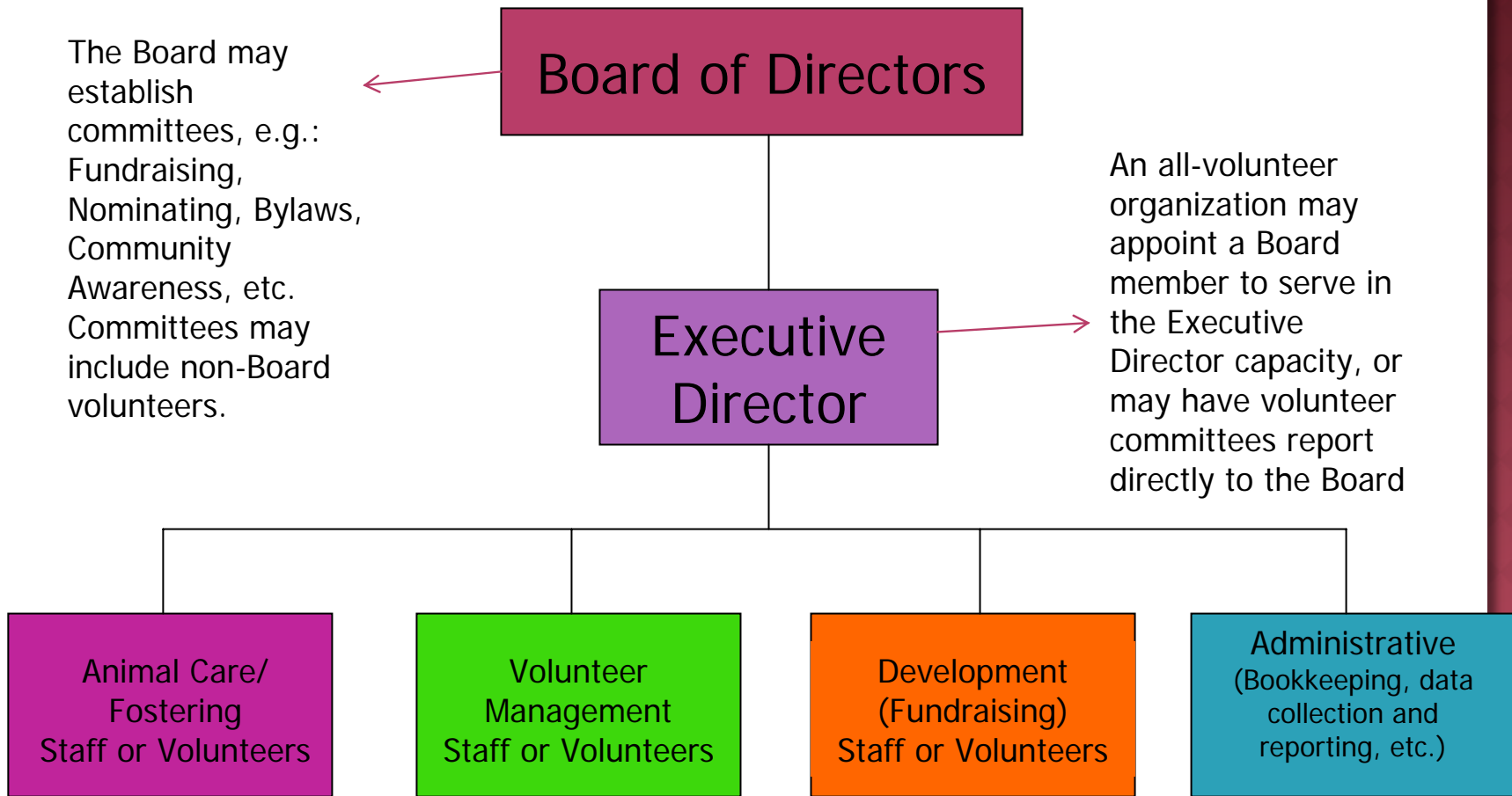
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# What does the Board of Directors do?

- Approve and monitor all programs and services
- Select, orient and train new board members
- Publicize and enhance the public image of the organization
- Hire, supervise and evaluate the Executive Director
- Regularly assess the progress and effectiveness of the organization.



# Typical organizational structure for a pet rescue organization





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# The Basics of Board Development

Development of the Board of Directors is the most fundamental activity needed to build and maintain a strong nucleus for the organization. It is a responsibility that Boards should put near the top of their list of priorities.



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# The Basics of Board Development

The steps in the development of the Board are:

- ◉ Nomination and Recruitment: The process of identifying the right individual to meet the needs of the organization and convincing him or her to become a part of the organization.
- ◉ Orientation: The steps taken to give new Board members information on the background, programs and culture of the organization.



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# The Basics of Board Development

- Training: The regular, ongoing efforts to build new skills and abilities among existing Board members.
- Evaluation: The annual task of evaluating individual Board members' contributions to the Board, and evaluating the Board's contribution to individual Board members' development.
- Recognition: The ongoing process of recognizing work well done and thanking board members for their commitment and contributions.



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# The Basics of Board Development

Each of these elements of Board development is critical to the organization's success. The Board can appoint a Board Development Committee to be responsible for these Board development tasks; many can be delegated to the Executive Director. These issues are also applicable to the development of non-board committee members and other key volunteers.



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# Board Orientation & Training

- **Recruitment:** Provide to each prospective Board Member a recruitment packet that includes information about your organization's purpose, funding sources, projects; a list of expectations of members (meetings, committee assignments, tenure and time commitment, financial support expectations); a list of current board members and key volunteers; a copy of the bylaws, most recent Annual Report and the current budget.



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# Board Orientation & Training

- **New Member Orientation:** Provide to each Board Member a detailed Board Member manual, including bylaws, articles of incorporation, program descriptions, current budget, last audited financial statements, contact list of Board members, list of committee assignments, copies of minutes for the past year; and copy of strategic or long-term work plan.



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# Job Descriptions for Board members are crucial!

- ◉ Written job descriptions for President, Vice President, Secretary, Treasurer, Committee Chairs and Members at Large help define expectations and let members assess their own performance on the Board.
- ◉ Board job descriptions should become a permanent part of your Board Members' Manual and get updated annually.
- ◉ Don't just copy another organization's Board job descriptions. Develop your own so that they are meaningful to your board members and actually reflect the work they do.





# Board Orientation & Training

**During a new Board member's first 3 months:**

- ◉ Have regular check-ins with a Board mentor
- ◉ Assign a specific committee task
- ◉ Continue orientation to the work of the specific committee
- ◉ Continue to provide written background material in more detail



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# Commit to Ongoing Board Development!

- The Board or Board Development Committee should plan at least two Board training events (at meetings, or separate workshops/retreats) each year.
- Make sure Board members are aware of other training opportunities like state or national conferences (Animal Care Conference, HSUS, etc.) and trainings (United Way, Adoption Options, etc.)
- Try to facilitate Board member attendance at these events. Include a line in your budget to help cover travel and registration costs.



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# Commit to ongoing Board Development!

- Board training topics can include specific animal welfare issues, how to develop a budget and read financial reports, governance responsibilities, strategic planning training and many other topics.
- Your local United Way or large accounting firm may offer periodic free training that can help your Board development program.
- This series of nonprofit management materials presented by Maddie's Fund® can be a good start to your Board training plan!



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# Board Liability

- Remember that the members of the Board of Directors are the people who are legally responsible for the organization.
- You should protect your Board members from liability for acts and omissions during their Board service through the purchase of **Directors and Officers Insurance**.
- This low-cost insurance policy can be purchased from any insurance agent who offers policies to nonprofit organizations.



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# The Four W's of Board Membership

All Boards need **The Four W's**:

- ◉ **Wisdom** to further the mission of the program
- ◉ **Wealth** to conduct activities and services
- ◉ At least one **Worrier** to provide reality checks to the rest of the Board
- ◉ **Workers** who will be willing to roll up their shirtsleeves and actively participate in program implementation



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# Board members need to **PAUSE** to understand what is expected of them!

- ◉ As a Board member, I need to **P**ARTICIPATE with my knowledge, labor and money.
- ◉ I need to commit to **A**TTENDING monthly board meetings as well as committee and work group meetings.
- ◉ I need to **U**NDERSTAND the mission and goals of our program. I need to commit this mission to memory!
- ◉ I need to share my opinions at meetings and then **S**UPPORT the Board's decisions.
- ◉ I need to commit the time necessary to attend **E**DUCATION opportunities related to the organization's activities and effective Board governance.



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# The Board Member's Poem

Are you an active member?  
The kind that would be missed?  
Or are you just contented that  
Your name is on the list?

Do you attend the meetings  
To share ideas and fears?  
Or do you gripe behind the scenes  
And don't care who else hears?



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Do you take an active part  
To help the work along?  
Or are you satisfied to be  
The kind that just belongs?

Do you work on the committees?  
To this there is no trick.  
Or leave the work to just a few,  
Then talk about the "clique"?





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Please come to meetings often,  
And help with hand and heart.  
Don't be just a member,  
But take an active part.

Think this over, members.  
You know what's right from wrong.  
Are you an active member?  
Or do you just belong?



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# Major Responsibilities of the Board of Directors

- ◉ Strategic Planning
- ◉ Fiscal Oversight/Fundraising
- ◉ Community Awareness/Public Relations
- ◉ Human Resources: Staff and Volunteers
- ◉ Assessment and Evaluation
- ◉ Administrative Tasks/Meeting Management

*Each of these areas is discussed in detail in Parts Three through Eight of this Nonprofit Management series.*



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# Questions or Comments?

For more information about these topics:

Download the complete  
Nonprofit Management series at  
[www.maddiesfund.org](http://www.maddiesfund.org)

or contact Mary Ippoliti-Smith at

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