



OPERATION SNOWBALL, INC.

The Role of a Board Member

Adopted by the OS, Inc. Board of Directors at the Board meeting on December 12, 1998

With the Board of Directors, develop policies to:

- 1) ensure that Operation Snowball, Inc. meets the needs of Chapters and of groups interested in becoming Chapters;

Operation Snowball, Inc. exists to serve people. The bottom line of every decision you make should be, "Will this decision make service to Chapters better?"

- 2) communicate regularly with Chapters about Operation Snowball, Inc. policies, member needs and concerns, and issues requiring Operation Snowball, Inc. attention.

Communicate with chapters in each district at least two times a year, one being a district meeting or phone conference. Phone calls made by Board members are a reimbursable expense.

The initial contact to a newly accredited chapter will occur as soon as accreditation is complete or sooner if necessary.

Encourage district fundraising and public relations.

Connect chapter contacts with telephone and e-mail addresses.

Encourage chapter exchanges to see how other local chapters implement their Snowball activities.

If requested by the chapter, write letters of support to superintendents and principals of potential chapters on OS philosophy.

When needed, write letters and make follow-up calls to school districts with no program and offer support to start a chapter.

Assist staff with chapters' needs and requests i.e., answer questions, connect with other area chapters, technical assistance, training, and follow-up on incident reports.

Report needs and concerns of chapters to board and staff.

Assist in recruiting participants for the annual OS conference, serving as a presenter when possible.

Disseminate information about training, conferences and events.

- 3) develop policies and goals, acting as a group, for the Executive Director and staff to implement and achieve in conjunction with and/or on behalf of members.

The Executive Director and staff translate policies and goals into day to day activities. Without a clear blueprint from the Board, the Executive Director and staff have a more difficult job.

Evaluate staff at the end of each calendar year.

- 4) actively support Operation Snowball, Inc. policies and goals.

Operation Snowball, Inc. operates as a democratic organization. Once the Board acts as a group, individual Board members are expected to represent the Operation Snowball, Inc. policy or position in an active, positive manner. Individual Board members who publicly disagree or disavow Operation Snowball, Inc. policies or positions may damage the Corporation or undermine its effectiveness. To be a winning organization, all Board members must be pulling in the same direction and put aside differences in opinions once policies or positions are established.

Board members are to remain involved/informed of the concepts and philosophy of OS, including new trends, so that they can appropriately represent the OS program and Board.

- 5) acting as a team, develop a strategic plan to outline the future of Operation Snowball, Inc.

As an organization, Operation Snowball, Inc. must have a clear sense of where it is going so the Executive Director and staff can plan for the short run and pursue day to day activities thoughtfully and in the context of the strategic plan.

Each year the Board should evaluate Operation Snowball, Inc.'s activities in the context of the strategic plan and use the evaluation to update the strategic plan and the short run plan and ensure that the Corporation is responsive to the needs of members and constituents.

Board members are expected to recruit new Board members and work to retain existing Board members.

- 6) ensure that Operation Snowball, Inc. has adequate finances and that funds are spent responsibly.

No Board can set policy and make plans for the future without assessing the need for financing. Board members are responsible for ensuring cost-effectiveness of services and programs but not approving routine expenditures or duplicating the responsibilities of the Treasurer and Executive Director. Programs and services should be evaluated annually to optimize effectiveness, efficiency and outcome.

Board members are expected to support and promote services and programs which enhance revenues. Board members may be asked to contribute influence, personal resources and expertise to the Corporation.

- 7) support the Executive Director and staff with your consulting skills.

All Board members are expected to support the Operation Snowball philosophy and mission at all times. However, any Board member involved in Operation Snowball activities that are not the direct result of committee or Board action, do not speak for the corporation or the Operation Snowball, Inc. Board of Directors. Board members are encouraged to get involved in local OS activities but must remember that their role changes when performing these local activities.

- 8) attend Board meetings and actively participate, including service on committees and as officers.

The Board cannot conduct its business when members are absent. A commitment to serve on the Board is a commitment to be active and participate. A Board member who does not attend one-half of the scheduled Board meetings in a calendar year will be discharged from the Board. The Board's strength is in its members.

Each board member will actively serve on one committee.

Corporation Overview:

- The Board sets the direction by determining which issues to address and how Operation Snowball, Inc. can best serve members and constituents.
- The Executive Director is ultimately responsible for the implementation of policies, assisting members in committee work, carrying out activities and reporting on progress.
- The Operation Snowball, Inc. staff delivers services to members and assists the Board in accomplishing objectives, following the Executive Director's plan.
- The members and constituents are the focus of all efforts by the Board, Executive Director and staff.

Policy Development

The Operation Snowball, Inc. Board of Directors are ultimately responsible for developing the policies and positions of the Corporation. All Board members should participate in the shaping of policies and positions. The members, the Executive Director, and staff should also participate in the process.

Chapters can participate in a variety of ways:

- by communicating with Board members at Board meetings or directly with individual Board members
- by participating in ad hoc committees
- by communicating with the Executive Director or other staff who in turn will communicate with the Board.

Committee role in policy development

With the exception of the Executive Committee, Nominating Committee, and Finance Committee, all other committees are "ad hoc" committees. "Ad hoc" committees are committees established by the Board President with a definite purpose and mission.

Committee chairpersons are chosen by each committee. Committee authority derives from the Board. Committees make recommendations to the Board regarding Operation Snowball, Inc. policies or positions which relate to committees' purpose and mission. Committees do not establish or represent Operation Snowball, Inc. policies or positions independent of the Board and its authority.

It is important for the Board and Chapters to understand and support the process so Operation Snowball, Inc. can always convey clear, consistent messages to Chapters and the "publics" with whom the Corporation works.

Job Description for the Chairperson of a Standing Ad Hoc Committee

The duties and responsibilities of a Committee Chairperson are:

- 1) to facilitate the work of the committee in order to achieve its mission and purpose by calling meetings, setting the agenda, stimulating discussion, and recording decisions and recommendations through submission of committee minutes;
- 2) to work with the Executive Director or his/her designee regarding meeting logistics, staff support, summaries, or recommendations;
- 3) to remind Committee members of objectives, that Committee authority emanates from the Board, and that the Committee is advisory to the Board on matters of policy;
- 4) to ensure that Committee members support decisions before the Chairperson reports to the Board and remind all Committee members of their obligation to support majority decisions;
- 5) to work with the Executive Director (or designee) to maintain a current and accurate list of Committee members;
- 6) to attend Committee meetings;
- 7) to attend Board meetings, when appropriate, and to report findings and recommendations to the Board of Directors for their deliberation and possible action.

Job Description for a Member of a Standing or Ad Hoc Committee

The duties and responsibilities of a Committee member are:

- 1) to attend Committee meetings and participate in discussion;
- 2) to understand the Committee's purpose and mission and work to achieve the Committee's stated objectives;
- 3) to understand the advisory relationship of the Committee to the Board of Directors on policy matters;
- 4) to support majority decisions of the Committee.