

## **FUNCTIONS AND RESPONSIBILITIES OF THE AFP BOARD OF DIRECTORS**

The function of the board of directors is to be the primary force that moves the organization to realize its opportunities for service and fulfillment of its obligations to its constituencies. It exists as a group; members act on behalf of the whole.

Responsibilities as a group are to:

1. establish, revise as necessary and monitor organizational adherence to mission, vision and values, and provide clarification;
2. approve and evaluate long-range plans and monitor progress;
3. assess the ever-changing environment, evaluate organization relevance and determine responsive strategies;
4. ensure the development and delivery of quality programs;
5. establish and maintain policies;
6. ensure current personnel policies and appropriate classification/compensation ranges;
7. ensure financial resources, stewardship of assets and annual operating budgets with adequate funding to ensure top, quality people;
8. ensure financial solvency;
9. support the AFP Foundation for Philanthropy by being informed and assured that its work relates to that of the Association;
10. appoint independent auditors, ensure management has appropriate internal controls to avoid conflicts of interest, and ensure financial standards and compliance with board policies;
11. annually review the performance of the board and take steps for improvement;
12. interpret the community/constituency to the organization and vice versa;
13. act as communicators with and about the organization;
14. engage and support the chief staff officer, monitor performance and, if deemed necessary, change;
15. regularly discuss with the chief staff officer matters that are of concern;

16. review the results achieved by management as compared with AFP's mission, vision and values, short- and long-range goals, and the performance of similar organizations;
17. ensure that all board members are oriented to the organization and the current year and provide mentoring;
18. ensure that the board and its committees are knowledgeable--through reports and other methods--of the condition of the organization and its operation; and
19. ask the questions that need to be asked.