

## **Sojourn Landing D.B.A. "The Landing" Board of Directors Responsibilities**

### **Legal Obligations**

The main legal responsibilities of a nonprofit board are often summarized in the "three Ds":

**Duty of care:** The duty of due care (duty of care) requires that a director perform his or her responsibilities as board member in good faith with the care that an ordinarily prudent person in a like position would use under similar circumstances.

1. Adopting principles and procedures for effective oversight of management
2. Attending board and committee meetings
3. Acting in an independent manner exercising independent judgment

**Duty of loyalty:** The duty of loyalty requires that when acting on behalf of the organization, board members must put the interests of the nonprofit before any personal or professional concerns and avoid potential conflicts of interest.

1. Legal compliance and public disclosure
2. Effective Governance
3. Strong Financial Oversight
4. Responsible Fundraising

**Duty of obedience:** Board members must ensure that the organization complies with all applicable federal, state, and local laws and regulations, and that it remains committed to its established mission.

### **Ten Basic Board Responsibilities'**

1. **Determine mission and purpose.** It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served. Each board member should fully understand, support and memorize it.
2. **Select the chief executive.** Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
3. **Support and evaluate the chief executive.** 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 entire board, should decide upon a periodic evaluation of his or her performance.
4. **Ensure effective planning.** Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

5. **Determine, monitor and strengthen programs and services.** The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.
6. **Ensure adequate financial resources.** One of the board's foremost responsibilities is to secure 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.
7. **Protect assets and provide proper financial oversight.** The board, in order to remain accountable to its donors and 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.
8. **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 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.
9. **Ensure legal and ethical integrity and maintain accountability.** The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid 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. **Enhance the organization's public standing.** An organization's primary links 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.

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<sup>i</sup> Source: Richard T. Ingram, *Ten Basic Responsibilities of Nonprofit Boards*, Second Edition (BoardSource 2009).

**All Board Members - Specific Responsibilities**

Responsibility	Frequency	Deadline	Notes
Know the mission, vision and values of The Landing and ensure the organization stays on a path consistent with those with a Christ-centered focus.	Ongoing		
Attend 75% of all board meetings.	Bi-monthly (6 times annually), on the last Thursday of every other month starting in February.	February, April, June, August, October, December	Our August board meeting is a 2-day retreat. There is also the potential for Special Board Meetings. The board currently meets in person.
Each board member is asked to commit to an initial one-year term to better understand their contributions and see if this is a good fit for both parties. After the initial one-year term, if both parties agree, the board member will be elected to an additional 2-year term. This will help with connectedness, sustainability, and effectiveness. A board member may only serve a total of two 2-year terms after their initial one-year term for a total of five years.	Ongoing		A board member may rejoin the board after they have been off the board for at least one year.
Each board member will attend full Volunteer Training, a Board Orientation, and go through a background check upon joining the board. In addition, each board member agrees to volunteer in a way that keeps you connected to The Landing's mission.	Ongoing		
Each board member will serve on one of our Committees.	Ongoing		Currently The Landing has 3 Committees: Internal, External, and Governance. A description of those committees along with their specific roles can be found in the <i>Board Committee Responsibilities.docx</i> file on Sharepoint.
Thoroughly review and approve the annual budget each year to assure The Landing remains financially viable with integrity.	Annually	December	
Review, approve and monitor the Strategic and/or Business Plan on a regular basis relative to key metrics to assure operational excellence in serving our clients. In addition, certain board members will be requested to engage with the President/CEO and Board Chair to update the Strategic and/or Business Plan on an as needed basis.	Ongoing, Annually, Every 3-5 years		
Support and evaluate the President/CEO by providing regular feedback and encouragement to him/her and participating in the annual President/CEO evaluation process each year.	Annually & Ongoing	December	
Participate in the annual board assessment where you will do a self-evaluation of your core responsibilities and assess whether those responsibilities were performed with focused excellence.	Annually	December	
All board members pledge to give a meaningful financial contribution to The Landing each year. A meaningful amount should be determined by the context of the board members own financial resources.	Ongoing		
Playing an active role in fundraising. At the request of the Development Director, attend individual donor meetings each year to assist in the fundraising process of The Landing.	As needed		
Serve The Landing by leveraging your specific gifts, abilities and expertise.	Ongoing		Board members are chosen at The Landing with care and thoughtfulness. We need each board members to fully utilize their specific gifts, abilities and expertise for the good of the clients we serve.
Each board member should strive to have at least one conversation each month with someone outside of The Landing in which they share and evangelize the work of The Landing.	Monthly		
Each year The Landing will host several events that foster relationship between the board members and staff at The Landing. Each board member should make every effort to attend these events as their schedule permits.	Ongoing		Board members should feel free to communicate with staff members as they desire. Having said that, when speaking with staff members concerning specific business matters or issues of The Landing the details of those conversations should be shared with the President/CEO.
Serve in a manner where you are willing to provide alternative perspectives, ask tough questions and challenge one another for the sake of pursuing our mission.	Ongoing		
Carryout special assignments as requested by the Board of Directors	As needed		Examples from the past include reviewing and updating by-laws, working to
Stay educated on human trafficking.	Ongoing		



## YOUR COMMITMENT AS A BOARD MEMBER

In partnership with The Landing, we ask that you commit to three things—**Pray**, **Serve**, & **Give**. Outlined below are various opportunities to accomplish these with The Landing:

### PRAY

**Commit to at least two of the following:**

- Receive and pray over mobile prayer text messages
- Lead a devotional for Landing staff
- Participate in annual Prayer & Praise Night

### SERVE

**Commit to at least two of the following:**

- Host or coordinate presentations and trainings for your church or employer
- Host a meal for survivors in the Drop-In Center
- Gather and donate needed items or put together various kits
- Host a Freedom Feast at your home or restaurant where you will share about The Landing with your network
- Become a volunteer at The Landing and help with outreach, sorting donations, or welcoming clients

### GIVE

**Commit to at least one of the following:**

- Sponsor and/or host a fundraising event
- Join The Well monthly giving community
- Create a peer-to-peer fundraiser (e.g., JR4JC annual bike race, Giving Tuesday) with your network