

Expectations of the Board of Directors

The Board of IOWA Service Dogs aims to serve the community and the best interests of the nonprofit through ethical leadership and fiduciary practices, and ensure fidelity to the mission and vision statements as outlined by the founders. Per the Larned A. Waterman Nonprofit Research Center, the concept of a board of directors “ is not an abstraction. The board consists of volunteer citizens who come together in public service that requires their time and competency.”

Expectations of board members:

1. A board of directors primary responsibilities are to:
 - determine the organization’s mission and its policies
 - to set the organization’s overall program for the year
 - to engage in long-term planning
 - to establish fiscal policy
 - to provide adequate resources for the activities of the organization
 - to select, evaluate and if necessary, terminate the appointment of the chief executive
 - to develop and maintain communication links to its constituencies and the community.
2. The board should avoid involvement in day-to-day operations of the charitable nonprofit, although it is recognized that for smaller nonprofits with no paid staff, this is not possible.
3. The board sets organizational policies and monitors compliance with them. In making policies for a charitable nonprofit, a board is setting objectives against which to measure the organization.
4. Board members must follow through on their assignments, serve on at least one (1) committee, attend regular and specially called meetings and come to meetings prepared.
5. The board is responsible for securing funding resources to ensure the financial viability of the organization and its programs. Asking for and giving money are necessary. Every board member can do something useful to support fundraising efforts.

Desirable skills and talents of board members:

- **Operational area** – these include management, finance, investment, law, accounting, public relations, fundraising. Together board members should have a range of operational competencies needed to carry out the duties of the board.
- **Program understanding** – knowledge of and informed insight on the organization’s programs.
- **Connection to constituencies** – widespread support requires a diverse board, including representation from groups the organization directly serves.
- **Advocacy leadership** – access to resources, influence with constituencies important to the charitable nonprofit organization.
- **Inclusiveness** – age, sex, ethnicity, religion, sexual orientation, socio- economic background, and geographic location of prospective board members.
- **Commitment** – give time and funds and participate in fund-raising.
- **Supportive** – of mission, vision and values.

IOWA Service Dogs Board Members will follow these practices, as outlined by the Larned A. Waterman Iowa Nonprofit Resource Center:

1. Duty of Care – Board members and officers must meet the duty of care by exercising their responsibilities in good faith and with diligence, attention, care, and skill. This includes both decision making and oversight responsibilities and is fulfilled by such things as attending board meetings regularly, entering discussions, reading minutes, learning about the organization’s programs, maintaining careful oversight of finances, and questioning unclear or troubling activity.

2. Duty of Loyalty - Charitable nonprofit board members and officers meet the duty of loyalty by placing the interests of the organization before his or her private interests, including scrutinizing transactions in which the director has a personal financial interest, refraining from providing loans from the nonprofit to directors and/or directors’ family members, and avoiding the use of organizational opportunities for personal gain. Conflicts of interest are managed rather than entirely avoided. For proper management, there should be a written conflict of interest policy which includes:

- a. an annual written conflict disclosure by all board members and officers
- b. another disclosure process as particular conflict-of-interest situations arise for particular board members and officers
- c. provisions outlined by which the individual board member will not be involved in board actions on matters presenting a conflict of interest for the board member or officer

3. Duty of Obedience - Directors must meet the duty of obedience by carrying out the purposes and mission of the charitable nonprofit, complying with federal and state law applicable to nonprofits, doing required filings, and complying with the organization’s governing documents, articles of incorporation, and bylaws.