



Policy Number:

14

Effective: May 1, 2008

Revised: April 19, 2010

Subject: Board Governance

POLICY:

It is the policy of Camden Co. Developmental Disability Resources (CCDDR) to have sound governance policies in order for the Board of Directors to effectively manage the operations of the board and in order for the agency to accomplish its stated Mission. Board members have three basic legal duties: 1. A duty of care, 2. A duty of loyalty, and 3. A duty of obedience. This policy complements, but does not replace, the board's current operating Bylaws.

GUIDING PRINCIPLES:

Camden Co. Senate Bill 40/ dba Camden Co. Developmental Disability Resources (CCDDR) is established as a political subdivision under the laws of Missouri, statute 205.968-205.972. The CCDDR Board of Directors is established as the authority to operate CCDDR in accordance with the above statute, bylaws and board policies.

CCDDR business will be conducted in accordance with the laws of the state of Missouri, bylaws of the agency, board policies and generally accepted business practices that will accomplish the CCDDR mission.

I. Authority of Board of Directors

Each member of the CCDDR Board is legally and morally responsible for all activities of CCDDR. All Members of the board share in a joint and collective authority which exists and can only be exercised when the group is in session.

II. Board Member Commitment

Serving as a board member of CCDDR involves a very special commitment. To meet that commitment, board members are expected to:

- Ensure adherence to CCDDR's mission and ethics statements.
- Attend and actively participate in all of the board's meetings
- When absent from a meeting, review minutes and results of the missed meeting.
- Do their homework to be prepared to participate fully in board and committee meetings.
- Act only with the full board, not individually unless authorized to do so by the full board.
- Speak for the full board only when the full board sanctions their doing so.

III. Board Delegation of Policy Interpretation to Staff and Public

The Board delegates to the executive director responsibility for policy interpretation to the staff and public and for rule making, issuance of procedural directives and guides not specifically covered or detailed in the Board Policy Manual. Such interpretations, rules and directives have the force of board regulations unless and until superseded by the board action.

IV. Board Member Rights

CCDDR Board members are granted certain specific rights. All board members have the right to:

- Receive notice of board meetings and the agenda.
- Attend and participate in board meetings.
- Examine CCDDR's books, records, meeting minutes, financial statements and contracts.
- Place items on the board meeting agenda at the appropriate time.

V. Duty of Board Members Not to Compete

A board member may not use his/her position on the CCDDR Board to prevent CCDDR from competing with the board member's business. It is expected that board members, even after they complete board service, will not use trade secrets, client lists, or other confidential information acquired by virtue of being a member of the board.

VI. Legal obligations of board members

CCDDR board members are both responsible and liable for CCDDR. The CCDDR board and the law require every board member to follow the rule of the reasonably prudent person and the principle of good faith.

The rule of the reasonably prudent person means that the board will not:

- Mismanage CCDDR in a manner deviating from fundamental management principles, such as planning carefully for the future of CCDDR, regularly reviewing the financial status of CCDDR, and monitoring compliance with board policies.
- Fail to govern by utilizing all control systems available to CCDDR.
- Be involved in self-promotion that provides personal gain to board members.

The principle of good faith means that board members will:

- Attend all board and committee meetings to be a part of board actions.
- Read and understand CCDDR's policies and bylaws.
- Pay attention to organizational affairs and keep informed about organization activities.
- Ensure that CCDDR is in compliance with legal requirements.
- Avoid self-promotion.

CCDDR Board members will not:

- Be critical, in or outside of the board meeting, of other board members or their opinions.
- Use CCDDR or any part of CCDDR for any personal advantage or the personal advantage of friends or relatives.
- Discuss confidential proceedings or closed session proceedings of the board outside the board meeting.
- Promise prior to a meeting how they will vote on any issue in the meeting.
- Interfere with duties of the executive director or undermine the executive director's authority.

PROCEDURES:

I. Board Member Composition

The composition of the Board of Directors shall adhere to state statutes in terms of the following: 1. At least two members of the Board shall be related within the third degree to a person with a developmental disability; 2. At least seven Board members must be residents of Camden Co. Missouri; 3. The total number of Board members shall be nine; 4. All Board members shall be appointed by the Camden Co. Commission to serve three year terms.

II. Board Member Selection Process

When there is a vacancy within the Board, the CCDDR Nominating Committee shall be responsible for recommending no more than three candidates to fill the vacancy, which will be submitted to the full board for review/approval. Upon approval by the full CCDDR Board of the candidates to fill the current vacancy, the candidates' names shall be submitted for consideration by the Board to the Camden Co. Commission for appointment to the Board, as well as the one candidate the board would like to have appointed.

To be most effective in ensuring the right candidates are considered, the selection criteria shall consider the composition of the current board, the current board members qualities, and the needs of CCDDR as an organization. In addition to the consideration of the statutory requirements for the board's make up, some basic qualities that the CCDDR nominating committee may consider in evaluating potential board members include the candidates':

- Overall interest and enthusiasm in serving on the board and in improving the lives of Camden Co. citizens with developmental disabilities;
- Level of integrity;
- Prior education/work experience within the field of developmental disabilities;
- Team work skills;
- Geographic area of residence within the county;
- Ability to think toward the future;
- Time availability; and
- Ability to attend board meetings

The nominating committee shall analyze these qualities along with those of the current board and consider how the prospective members and current members will work together. The committee may also consider how the prospective members will influence the existing CCDDR board dynamics.

The ongoing evaluation process of the CCDDR board and its processes, as well as the annual board member process may also influence the selection criteria.

When suitable candidates have been identified, the nominating committee shall initiate discussions with them to gauge their interest and provide answers to any questions or concerns. If requested by candidates, the nominating committee or Executive Director shall provide candidates with information about the board and the organization, including: the organization's annual report, promotional brochures, a summary of the organization's services; a summary of the board's current strategic plan; etc.

The list of candidates shall then be presented to the full CCDDR Board, who shall approve the list of candidates, and identify the one candidate the board would like to have appointed. Once the list of candidates and top candidate is approved by the Board, the list of candidates shall be provided to the Camden Co. Commission, who may choose a candidate from the list to fill the current vacancy and who shall appoint a replacement to the CCDDR board.

III. New Board Member Orientation

Once the candidate has been appointed to the Board by the Camden Co. Commission, the board chair and Executive Director will welcome the new member to the board and ensure that the new member receives proper orientation to his/her new roles. An orientation manual shall be provided to each new Board Member at the start of his or her service. This manual will assist the new Board Member with becoming familiar with CCDDR and its operations, the functions of the CCDDR board, and the expectations of each Board Member. Throughout the term, the manual serves as a useful reference tool for CCDDR Board Members.

To assure its effectiveness, the orientation manual shall be reviewed with all new CCDDR Board Members. The manual shall be kept up to date as CCDDR policies change or are introduced. The Board Orientation manual shall include the following:

- CCDDR's current mission statement;
- A brief history of CCDDR;
- a description of CCDDR's structure and operations, including meeting dates and job descriptions;
- a copy of the CCDDR bylaws;
- a Board Member Job Description;
- all operational policies of CCDDR;
- CCDDR's current strategic plan;
- financial information, including the current CCDDR budget, most-recent audit, investments, insurance and funding information;
- list of common acronyms used within field;
- a description of the board's committees and their terms of reference; and
- the names and contact information of each CCDDR Board Member.

All new board members shall review/sign the following forms upon their initial appointment and annually thereafter:

- Board member confidentiality agreement
- Code Of Ethics Statement
- Conflict Of Interest Statement

Staff members of CCDDR may lead tours of the CCDDR facility as well as the facilities of contracted agencies for new board members. This will help new board members to become familiarized with the programs and services both funded and provided by the board.

In addition, the CCDDR board chair or the board committee chairs may also organize a committee orientation presentation. This can include describing each CCDDR committee and its purpose, reviewing each committee's work plans or assignments, and becoming familiar with each committee's terms of reference.

At the completion of the CCDDR board orientation process, new Board Members may be encouraged to provide feedback and recommendations on the orientation process. This will help strengthen the process for the future. The CCDDR board chair may also periodically involve the new Board Member in one-on-one reviews of the members' progress following the orientation.

IV. Board Education & Development: Periodically, CCDDR may provide certain board development activities for all current board members to enable them to more effectively accomplish their responsibilities as board members. Such ongoing board development activities provide Board Members with the appropriate knowledge required to be effective decision makers. Board development activities can also help motivate the board members in their positions. CCDDR may provide board training & education activities during regular board meetings or during special meetings, or retreats. These orientation sessions can be in the form of presentations, group discussions, or information-sharing meetings. The board chair can lead a discussion with the new board members of the organization's values and services. During the discussion, the chair can refer to the board's work plan and how it relates to the organization's strategies. The content and need for such board training & education activities shall be determined on an as-needed basis by the board.

V. Annual Board Self Assessments

The CCDDR Board of Directors shall complete annual self assessments of the board as a whole as well as self assessments of their individual performance as CCDDR board members. The self assessments shall be used to provide input as to needed board development activities and orientation activities.

VI. Annual Board Member Conflict of Interest/Code of Ethics Statements

All CCDDR Board Members shall sign a Code of Ethics Statement and Conflict of Interest Statement annually.

VII. Implementation Of Board Policies/Procedures

The Director shall develop proposed policies/procedures at the request of the Board, and may also propose new policies/procedures on his/her own subject to Board approval. All policies and procedures of the board shall be implemented only by approval of the full board in a meeting with a quorum. On an annual basis, the Director shall review all policies and procedures and bylaws of the board and make recommendations for modifications as-needed to the CCDDR Board of Directors, who shall take proposed modifications under advisement.

VIII. Exit Process

Board members may resign their position with the board at any time by submitting a Letter of Resignation to the CCDDR Board Chair. The Letter of Resignation shall provide the circumstances with regard to the board member's resignation. Board members may be reappointed for additional three year terms by the Camden Co. Commission, should the Commission approve the reappointment.

REFERENCES:

- Sections 205.968-205.972 RSMo
- CARF Standards Manual, Section 1J
- CCDDR Bylaws