

Executive Director Relationship Policies

The board's job is generally confined to establishing the topmost policies, leaving implementation and subsidiary policy development to the Executive Director. Ends policies direct the Executive Director to achieve certain results; Executive Director Limitations policies constrain the Executive Director to act within acceptable boundaries of prudence and ethics. All board authority delegated to the staff is through the Executive Director.

Policy R1 – Delegation

- A. The Executive Director is authorized to establish all additional policies, make all decisions, take all actions and develop all activities that are true to the board's policies. The board may, by extending policies, rescind the delegation of areas of the Executive Director's authority, but will respect the Executive Director's choices while the delegation continues. This, of course, does not prevent the board from obtaining information about activities in delegated areas.
- B. A board member or committee may request information, but if such requests, in the Executive Director's judgment, require a material amount of staff time, without adequate notice, s/he may refuse.
- C. The Executive Director may not cause, perform or allow any act which is contrary to explicit board constraints (see Executive Director Limitations policies) on Executive Director authority.
- D. Should the Executive Director deem it necessary to violate board policy, s/he will inform the board President or designee. Informing is simply to guarantee no violation may be intentionally kept from the board and is not to request approval. The President's response, either approving or disapproving does not exempt the Executive Director from subsequent board judgment nor should it impede any decision.

Policy R2 – Job Responsibilities

- A. Responsibilities
 - 1. The Executive Director shall serve as the Secretary of the USBC and shall be responsible for the following:
 - a. Minutes of the Annual Meeting and Board Meetings in one or more books and/or digital provided for said purpose.
 - b. Notices are duly given in accordance with the Bylaws or as required by law.
 - c. Is custodian of the corporate records.
 - d. In general, performs all duties incident to the Office of Secretary and have such other duties and exercise such authority as from time to time may be delegated or assigned by the President and/or Board.
 - 2. The Executive Director shall serve as the Treasurer of the USBC and shall be responsible for the following:
 - a. Have charge and custody of and be responsible for all funds and securities of the USBC.
 - b. Receive and give receipts for monies due and payable to USBC.
 - c. In general, perform all the duties incident to the Office of Treasurer and have such other duties and exercise such other authority as from time to time may be delegated or assigned by the Board.
 - 3. The Executive Director is accountable for all organizational performance and exercises all authority delegated by the board.
- B. Role - In addition to the items outlined in the USBC Bylaws, Article V, Section D. 3, the following define the role of the Executive Director:
 - 1. Is responsible for the operation, management and administration of USBC staff.
 - 2. Serves as staff to the officers and board members, anticipating and meeting their needs for materials, information and training.
 - 3. Assures continuity for any administrative transitions.



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4. Partners with the President as the leadership team of the organization, with clear delineation of responsibilities and roles for each position.
5. Assures an environment that enables peak performance of staff and volunteers, and with the President, sees that board and staff roles are not compromised in any direction.
6. Participates with the board in setting strategic direction.
7. Hires, orients, motivates and evaluates the expert staff needed to achieve strategic goals.
8. Helps assure development of, and ongoing attention to strategic goals.
9. Prepares the tactical plan needed to achieve strategic goals, for presentation to the board, as the guide for the budgeting process, and as a roadmap and performance evaluation tool for staff.
10. Manages operations at headquarters.
11. Assures all USBC assets are soundly administered, based on an intensive and comprehensive understanding of all aspects of fiscal management for a tax-exempt organization, and in accordance with all policies.
12. Approves and executes external contracts, within policies established by the board, and as approved by the board.
13. Provides for contemporary, efficient and cost-effective organizational structure and operations.
14. Supports the work of all committees, task forces and councils in advancing the USBC mission.
15. Cultivates and sustains key relationships with significant external publics and corporations which require long-term attention and on-going relationships, including media, vendors, sponsors and suppliers, policy makers and the general community.
16. Serves as spokesperson of the organization and as chief spokesperson to designated outside organizations.
17. Reinforces the desired USBC image as defined by organizational branding.
18. Is responsible for succession planning at all staff levels.

Policy R3 – Monitoring Performance

- A. The Executive Director’s job performance is assessed on two criteria:
 1. The accomplishment of the Ends.
 2. Operating within the boundaries of prudence and ethics established in board policies on Executive Director Limitations.
- B. Monitoring the Executive Director’s performance
 1. Is synonymous with monitoring the organization’s performance concerning Ends and Executive Director Limitations policies. Monitoring will be as automatic as possible, using a minimum of board time, so that meetings can be used to create the future rather than review the past.
 2. Is the collection of compliance information on board policies. Monitoring determines the degree to which board policies are being fulfilled. Information that does not contribute to this determination will not be considered monitoring.
- C. A given policy may be monitored
 1. In one of three ways:
 - a. Internal Report: Disclosure of compliance information to the board from the Executive Director.
 - b. External Report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess Executive Director performance only against policies of the board.
 - c. Direct Board Inspection: Discovery of compliance information by a board member, a committee or the board as a whole. This is a board inspection of documents, activities, or circumstances, directed by the board, which allows a “prudent person” test of policy compliance.
 2. Upon the choice of the board, by any method, anytime. However, the board will classify Ends and each Executive Director Limitation policy according to frequency and method.



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MONITORING EXECUTIVE PERFORMANCE

| POLICY | METHOD | FREQUENCY | WHO | HOW |
|--------------------------------|----------------------------|------------------|---|--|
| Financial Limitations | External (Audit) | Annual | Financial Committee | Written Report to Board of Directors |
| Compensation & Benefits | Internal | Annual | Executive Director, E&C Committee w/Human Resources | E&C Committee Reports to Board of Directors |
| Staff Treatment | Internal | Annual/As Needed | E&C Committee Chair w/Human Resources | E&C Committee Chair contacts Human Resources – Report to Board |
| Asset Protection (Investments) | Internal | Annual | Financial Committee | Written Report to Board of Directors |
| Budgeting | Internal Direct Inspection | Annual | Financial Committee | Written Report to Board of Directors |
| Ends (Strategic Results) | Internal | Annual | USBC Board | E&C Committee Report to Board |

