

SWAN Board

Roles and Responsibilities

Executive Director's Role

- Manage the budget set by Board and membership
- Manage procedures and day-to-day operations of SWAN
- Responsible for allocation of staff time and resources
- Collaborate with the Board on strategic planning
- Implement strategic priorities and tactics
- Manage direct member communication with regard to SWAN operations and policy implementation
- Possesses authority to respond to operational, priority, and procedural issues

Board Members' Roles

- Gather input from members through formal and informal channels, and bring input back to the Board when relevant
- Support the decisions of the Board when communicating with members
- Communicate information to members
- Set SWAN policies for implementation by the Executive Director
- Create annual budget and capital plan for member approval
- Responsible for long-range and strategic planning, with input from members, staff, and the Executive Director
- Conduct an annual performance review of the Executive Director
- Participate in hiring the Executive Director

Norms for Board Effectiveness

1. To prepare for Board meetings, Board members will read the packet, ask for director's report clarification in advance, prepare committee reports, and bring communications to the meeting.
2. Minutes will reflect only basic information about what was discussed and decisions that were made.
3. The Board will set meeting ground rules for effective communication.
4. The Board President will be responsible for facilitating effective discussions, making sure to provide an opportunity to hear all opinions without rehashing arguments. Board members will strive to make sure their comments contribute to moving the discussion forward.
5. When setting the Board meeting agendas, decision items will be moved earlier in the agenda. Meeting times or time ranges will be added to keep discussion on track.