

**Good Beginnings Alliance  
Board of Directors**

- I. Qualifications - to be followed by the nominating committee to the greatest extent possible:**
- a. Resident of Hawaii
  - b. Supportive of Good Beginnings' mission, growth, and sustainability as well as committed to Hawaii's young children and their families.
  - c. Represent the following groups:
    - i. One director shall be a resident of Maui County representing early childhood education and care community;
    - ii. One director shall be a resident of Kauai County representing early childhood education and care community;
    - iii. One director shall be a resident of Hawaii County representing the early childhood education and care community;
    - iv. One director shall be resident of City and County of Honolulu representing the early childhood education and care community;
    - v. Up to four directors shall represent the early childhood education and care field, early intervention, medicine, and education communities;
    - vi. Up to four directors shall represent consumers of early childhood education and care services;
    - vii. Up to eight directors shall represent the general community with expertise in areas such as finance, law, public relations, business, and philanthropy.
- II. Roles and Responsibilities**
- a. **Strategic Planning and Governance** - The board of directors has the principal responsibility for fulfillment of the organization's mission and the legal accountability for its operations.
    - i. They are in charge of establishing a clear **organizational mission**; forming the **strategic plan** to accomplish the mission; overseeing and evaluating the plan's success; approving the organization's philosophy; continuously assessing the environment; and approving the organization's strategy in relation to it.
    - ii. In implementing the strategic plan, the board is responsible for **hiring a competent executive director**, providing adequate supervision and support to that individual, and reviewing management's performance in achieving the objectives of the strategic plan. It must also annually

approve the Performance Review of the Executive Director and establish his/her compensation based on recommendations of the Personnel Committee and President of the Board

- b. **Non-profit management and Organizational accountability** – The board of directors provides governance to the organization and accepts the ultimate legal authority for it.
  - i. The board establishes a **committee structure** that is appropriate to the size of the organization and the board; and that represents the diversity of its beneficiaries and geographic presence. They must **attend meetings** and engage in thoughtful dialogue, encouraging the best thinking of its members; and evaluate and regularly review their own performance, as well as their composition to ensure constituent representation, board expertise and commitment.
  - ii. They propose a **slate of directors** and fill vacancies as needed; determine eligibility for and appoint committee chairs in response to recommendations of the Nominating Committee; and annually review the performance of the Board and take steps to improve its performance.
- c. **Financial Oversight** – The board is responsible for ensuring the financial solvency of the organization. To do so, it must annually review and approve the **organization's plans for funding** its strategy; review and approve the organization's five year financial goals; annually review and approve the **organization's budget**; be certain that the financial structure of the Institution is adequate for its current needs and its long-range strategy; approve major actions of the Institution, such as capital expenditures and major program and service changes; and approve major financial policies.
  - i. It should also have an audit system in place to be assured that the Board and its committees are adequately and currently informed - through reports and other methods - of the condition of the organization and its operations; be assured that published reports properly reflect the operating results and financial condition of the organization; can ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the organization, and is diligently administering and enforcing those policies; has appointed independent auditors; and reviews compliance with relevant material laws affecting the organization.
- d. **Fundraising** - The board of directors is responsible for instigating, developing and organizing funds development.

Nonprofit organizations are reliant on many sources of revenue, from grants to governmental support to fees for services that the organization provides.

- i. It is the role of the nonprofit board to create the goals of its fund development strategy; a creative board must be able to orchestrate different fundraising approaches to ultimately provide the organization with sustainable and stable funding resources.
  - ii. To combat the struggle of declining governmental resources, the executive and its board must also be proficient in the political marketplace to ensure their voice is heard at the various levels of government, in order to influence budget appropriations in their favor. A political know-how is an important trait for the nonprofit board member, and excellent lobbying skills and tactics are helpful.
- e. **Promotion and Advocacy** - It is a responsibility of the board of directors to promote the nonprofit organization to the public and to advocate on its behalf.
- i. In addition to being politically savvy, the trustees of nonprofit organizations are expected to maintain and strengthen the various relationships within the community and beyond. These ties help them to secure funds and become aware of changing conditions that would affect these relationships. A **networking strategy** allows for resources to be continually leveraged within the community — resources varying from foundation support to individual charitable gifts.
  - ii. Ultimately, it is the responsibility of the board to create a **fund development strategic plan** that is both diversified and progressive to successfully uphold the tenets of the mission and vision of the organization.

### III. **Expectations of Board Members (in addition to overall roles and responsibilities as stated above.)**

- a. Regularly attend Board meetings.
- b. Participate in annual fund raising according to their ability to donate and garner funding from other sources.
- c. Attend and participate in the Good Beginnings Alliance annual meeting
- d. Participate in the activities of at least one board of directors' committee