Board members act as voting members of the Board with full authority and responsibility to develop the strategic direction, policies and procedures of the association, monitor the association’s financial health and Board committees, participate in budget planning and support the mission, vision, and values.

The leadership success of the Board is a direct result of the individual and collective participation of its members. Therefore, once elected, Board members must strive to meet a list of expectations established by the Board including efforts regarding:

- **Attendance.**
  As Board contemplation, deliberation and decision-making are processes which require wholeness, collaboration and participation. Attendance at Board meetings is required of Board members. Participation in at least half of the Board meetings held throughout the year. Otherwise, the member may be subject to removal by majority vote of the Board.

- **Preparation and Participation.**
  Board members will prepare for Board and Board committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills and expertise to the Board’s efforts to fulfill its responsibilities.

- **Voluntarism.**
  As the functioning and success of the organization depend largely on the involvement and dedication of member volunteers, Board members are strongly encouraged, but are not required, to serve as volunteers on committees. In view of the CEO’s responsibility for operational activities and results, members of the Board choosing, as individuals, to act as operational volunteers are subject to the direct supervision of the CEO or responsible staff liaison. Volunteer for and willingly accept assignments and complete them thoroughly and on time.

- **Members as Individuals.**
  The CEO is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the CEO and individual members of the Board, including the Board president, is collegial, not hierarchical.

- **Members in Good Standing.**
  As Board members are trustees representing the organization within its community/industry, members are expected to remain in good standing within the community/industry. Serve as an active ambassador for the association.

- **Financial Issues.**
  Board members are expected to assist and follow-up regarding corporate contributions, sponsorships, etc.

- **Advocacy.**
  Personal support of Association policy positions and involvement in grassroots efforts as well as financial support of the Association’s political action.

- **Membership**
  Personal assistance in recruiting, welcoming new members and retaining current members.

- **Participation in Events.**
  Each Board member is expected to assist in Promotion assistance in the local areas promoting and attending the Association’s major education programs, annual conferences and Board-sponsored activities such as retreats, etc.

Periodic status reports regarding expectations shall be provided to the full Board.