

**JOB DESCRIPTION,
QUALIFICATIONS, AND
DUTIES**

**JOB DESCRIPTION,
QUALIFICATIONS, AND DUTIES OF
EXECUTIVE DIRECTOR**

Job Description

Executive Director

- Manage the day to day operation of Crime Stoppers of Miami-Dade County
- Administer comprehensive fund raising activities to enhance annual contributions to include grant proposals, corporate donations, special events and individual donations.\
- Liaison with the Crime Stoppers Board of Directors, the Law Enforcement Coordinator and the Tips office staff. Law Enforcement officials, local, state, county and federal, also other public officials.
- Administer marketing and public relations plan with Marketing & PR Committee
- Actively seek speaking engagements with community groups and media to promote the CSMDC program. Serve as the spokesperson for CSMDC in the absence of the President
- Administer the promotion of Campus Crime Stoppers through educational institutions, schools, colleges and universities,.
- Coordinate Crime Stopper re-enactment with the Law Enforcement coordinator and media. Participate at fairs. Exhibitions, parades and other high profile events.
- Provide staff support for all committees of CSMDC
- Meet the goals and objectives set annually by the Board of Directors.
- Attend all Executive Committee and regular Board of Director meetings.

Crime Stoppers of Volusia County, Inc.

Job Description

Position Title: Executive Director

Reports To: Board of Directors & Executive Committee

To be responsible to the Board of Directors for the administration and management of Crime Stoppers that includes: implementation of policies adopted by the Board, directly oversees and institutionalizes resource development programs, develops an annual budget and agency work plan for adoption by the Board, develops and manages programs to market and promote Crime Stoppers in public and in institutions as a vehicle to assist law enforcement in stopping crime, works closely with Law Enforcement agencies and staff.

Principal Duties and Responsibilities:

Serves as the principal professional resource to the Board and key volunteer committees of the Board and assists them in matters of policy formulation, implementation, and interpretation to the community at large.

Ensures the quality and continuity of volunteer support and direction for Crime Stoppers, through board member cultivation, recruitment, and motivation. Works closely with and supports Nominating Committee.

Cultivates and develops cooperative relationships among public, private and voluntary groups including Law Enforcement Agencies, Public and Private Educational institutions, Funding Organizations, Corporations, and Community and Civic groups. Promotes use and support of Crime Stoppers by these groups i.e. Student Crime Stoppers Program, Workplace Crime Stoppers program.

Develops and implements an Annual Work plan with the support of the Board and Organizational Volunteers.

Provides for the development of an Annual Budget, working with the Treasurer and the Finance Committee.

Develops all organizational meeting agendas and notifies volunteer in writing at least 2 weeks in advance of all meetings. Works with the Secretary Treasurer, Law Enforcement Coordinator and President to ensure that all documents such as Board Meeting Minutes, Financial Reports, Award Recommendations and meeting Agendas are prepared for all meetings of the Board and Executive Committees.

Enhance public awareness, understanding, and support for Crime Stoppers through coordinated marketing and communications programs with help from Marketing and Communications Committee, ie. Press Releases and Public Interest Stories, Billboards, Newsletters, Corporate and School Poster Programs, Public Forums, Presentations to Civic Clubs.

Conducts annual resource development programs to include: Community-wide Annual Membership Campaign, Grant and Foundation Funding, Corporate Funding, Special Events (Crime Stoppers Annual Banquet), Public & Private Funding.

Works closely and cooperates with Law Enforcement Coordinator to stay abreast of cases and happening with Law Enforcement to ensure all organizational resources are effectively utilized in meeting agency goals.

Maintains up to date records on all Organizational Volunteers, Donors, media Contacts for releases, Law Enforcement Contacts and Coordinators. Corporate, Civic and Institutional Leadership for newsletters and informational and Fund Raising correspondence. Records to include: Name, Title, Address, Telephone number and Fax and e-mail address (if available). Donor lists will also keep a record of the Amount given over last two years.

Operates within a balanced budget and ensures proper oversight for all organizational assets. Ensures that financial controls are always in place.

Performs other duties that are logical in their assignment to this position.

Job Relationships:

The scope of this position is broad, requiring significant relationships with persons at every level. Competence in dealing with people of every background is required. As the only paid employee of Crime Stoppers, this position does not supervise any staff, but must work closely with and support the work of the Law Enforcement Coordinator as he/she supports the work of Crime Stoppers of Volusia County, Inc. Direction will be provided by the Board.

Job Requirements:

College degree preferred, weighed against demonstrated experience in Fund Raising, Community Relations, and Administration. Individual must be honest, a self-starter, highly motivated, and goal orientated.

Executive Director Job Description

The Executive Director of the Polk County Crime Stoppers is a highly responsible position, providing the overall management, direction and control of the operational activities of the Program. The Executive Director must exercise sound judgment, managerial skills and professional expertise in establishing and interpreting policy to ensure accomplishment of the Programs goals and objectives.

Duties

The Executive Director duties will be:

1. Formulate, evaluate, allocate and measure recourses as prescribed by the the goals and objectives set by the Board of Directors of the Polk County Crime Stoppers.
2. Assign tasks and develop work plans which are to be accomplished by the Program. The Executive Director will assign and monitor the gathering and dissemination of tips developed by the Program.
3. Maintain liaison with the local, state and federal law enforcement agencies consistent with the overall goals of the program.
4. Supervise and accomplish the appropriate administrative duties within the Program.
5. Develop and implement alternative sources of funding and capital (grants, donations ect.) for the use of the Program.
6. Make public appearances or provide training concerning the mission of the Polk County Crime Stoppers.
7. Conduct the day to day operation set forth by the Board of Directors.
8. Develop new and innovated ways to put our message out to the public.
9. Attend meetings with other Crime Stoppers programs to gain information that would be beneficial to improving the current program.
10. Make timely reports to the Board of Directors on the status of pending goals and objectives set forth by the Board.
11. Assure that all rewards are evaluated and are paid in a timely manner.
12. Maintain all reports and statistical information pertaining to the program and assure they are being transmitted the appropriate agencies.
13. Attend all Board of Directors meeting unless otherwise excused by the Board for legitimate reason.

PIKES PEAK AREA CRIME STOPPERS, INC.

EXECUTIVE DIRECTOR DUTIES AND RESPONSIBILITIES

GENERAL JOB DESCRIPTION: Provides overall leadership and management of the Pikes Peak Area Crime Stoppers organization, a 501 (c) (3) nonprofit corporation doing business in the 4th Judicial District of Colorado. The duties and responsibilities fall within four primary areas of responsibility: administrative management, fund raising, community and media relations, and staff and volunteer leadership. The Executive Director reports to the Board of Directors of Pikes Peak Area Crime Stoppers.

Administrative Management

1. Responsible for the development and oversight of the annual operating budget.
2. Ensures organizational compliance with local, state and federal rules and regulations.
3. Facilitates the establishment of organizational policies and procedures.
4. Ensures the efficient operation of the Call Center.
5. Prepares and provides necessary reports for funders, liaisons, and board of directors.
6. Makes reward determinations, approves reward amounts, supervises monthly payoffs.
7. Works with crime victims and law enforcement to determine the appropriateness of offering special rewards; negotiates and prepares the necessary contracts.

Fund Raising

8. Works with the Board of Directors to identify and pursue potential sources of funding, including grant writing, corporate donations, and individual contributions.
9. Provides stewardship of contributions and donors, and maintains appropriate records.
10. Plans and coordinates fund raising events.

Community and Media Relations

11. Acts as the spokesperson for the organization.
12. Gives public presentations on the Crime Stoppers program.
13. Acts as a liaison with all law enforcement agencies in the Pikes Peak region.
14. Prepares/approves news releases, feature stories, weekly Featured Fugitives article, public service announcements, and organizational literature.

Staff and Volunteer Leadership

15. Provides leadership and training to staff, volunteers and board members.
16. Supervises Call Center Coordinator and Student Crime Stoppers Coordinator.
17. Attends monthly Board of Directors meetings and various committee meetings.

**EXECUTIVE DIRECTOR
DUTIES AND RESPONSIBILITIES
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WORKING CONDITIONS: Primarily 8:00 a.m. - 5:00 p.m., Monday through Friday. Some evening and weekend work is required.

MINIMUM REQUIREMENTS TO OBTAIN POSITION: Bachelor's degree, two years experience in the development and oversight of fund raising programs and activities for a nonprofit organization, experience working with a board of directors, staff and volunteers, program development and management experience, and demonstrated ability to communicate effectively (both written and oral communications).

**Crime Prevention Resource Center
Prevention and Crime Stoppers Coordinator
Job Description**

Supervisor: CPRC Executive Director

Qualifications:

BA degree
Criminal justice experience
Marketing/ Public relations experience
Ability to communicate clearly and concisely both orally and in writing
Ability to work with diverse groups of people
Ability to work flexible hours
Motivated, self-started
Excellent interpersonal skills
Knowledge of principals and practices of community organizations, criminal justice system, public and media relations
Computer proficiency
Ability to make good decisions, problem solve
Excellent time management skills

Areas of Responsibility:

Crime Prevention Coordination:

- Research national and local trends of criminal activity.
- Research best practices and promising solutions for preventing and reducing crime.
- Coordinate activities of education program on crime prevention including preparing flyers, pamphlets, brochures; scheduling events; distributing materials; writing articles for publications.
- Make presentations to a variety of audiences as assigned.

Crime Stoppers Coordinator:

- Serve as a resource and staff the Crime Stoppers Advisory Board.
- Supervise all contract staff of Crime Stoppers.
- Prepare Monthly Tip Reports to Crime Stoppers Adv. Board.
- Regular communication with Crime Stopper Coordinators of all law enforcement agencies.
- Attend appropriate Crime Stopper training.
- Maintain Campus Crime Stoppers.
- Maintain and efficiently use of Tip Soft.
- Distribute tips in a timely manner.
- Research, as needed the disposition of tips.
- Timely place local ads in news papers of Most Wanted.
- Present Crime Stoppers Monthly Budget to the Advisory Board for approval.
- Network with local courts as it relates to assessment of fines.

Crime Stoppers Marketing/ Public Relations

- Coordinate public relations activities of Crime Stoppers.
- Develop press releases for Crime Stoppers.
- Maintain current database of media personnel for Crime Stoppers.
- Develop relationships with key media personnel for Crime Stoppers.

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**Goldsboro-Wayne Crime Stoppers
Job Description
Executive Director**

General Description of Work:

- Serves as leader of the program.
- Works with Police Coordinator to pay for information given
- Sets Agenda for meeting with Bd. input
- Collects and Deposits all funds
- Reconcile all bank accounts
- Accounts for all funds and pays all bills
- Provide Bd. with financial statements each month or as requested
- Seeks funds from community making contact to obtain Annual Givers
- Follows up on existing Annual Award givers by writing and telephone
- Visits Annual award givers to make sure they are informed on the work of Crime Stoppers
- Maintain office for Annual Award givers and others to make contact with Crime Stoppers
- Help with other fund raising activities (Telethon)
- Keep record of Telethon giving and bill those who contribute to Crime Stoppers
- Take pictures of donors who contribute \$300 or more.
- Write up article for news papers in the county to advertise the contribution and to publicize Crime Stoppers.

Executive Director

The Classical Chinese Garden Society seeks an Executive Director to manage and operate the Garden upon completion. In preparation for the opening of the Garden, we would like to provide enough time for the Executive Director to participate in the opening as well as the initial on-going activities in the Garden, become familiar with the project, implement systems that will be crucial for the successful operations of the Garden and hire and train paid and volunteer staff. Although many of the responsibilities will carry on through the opening and into regular Garden operations, some activities will be unique in their start-up nature. The performance of the initial Executive Director in all areas will be critical to the success of the Garden in fulfilling its mission.

Responsibilities

The executive director will be ultimately responsible for the management of the garden and will report to a volunteer Board of Directors. Specifically, the responsibilities include:

- Short- and long-term strategic planning
- Operational and programming activities in the Garden
- Fiscally sound financial management
- Marketing and public relations
- Human resource management
- Development of strong board, volunteer, and membership relations
- Representation of the Garden in the community at large and among its constituents
- Completing assignments as directed by the Board.

Management Skills and Attributes

- Excellence in problem solving, communication and organizational skills
- Cultural understanding including Chinese-American protocol, arts and political issues
- Effective collaborator, strong leadership, creative and independent thinking
- Marketing experience and knowledge of tourism industry.

Description of Organization

The Classical Chinese Garden Society located in Portland, Oregon is a 501(c)3 organization whose mission is to build and operate Portland's Classical Chinese Garden. The project is a partnership of the City of Portland, the Classical Chinese Garden Society, the Classical Chinese Garden Trust and the City of Suzhou, China. The walled urban garden will include a gift shop and teahouse. When complete the Garden will be the first full-size Suzhou-style garden in the United States. The Garden is within walking distance of the riverfront, the Oregon Convention Center, the Rose Garden Arena, Saturday Market and downtown Portland.

Please send resumes to the Classical Chinese Garden Society, Atten: Phyllis Oster, 1221 SW Fourth Ave. #340, Portland, OR 97204.

CLASSICAL CHINESE GARDEN PROJECT / CLASSICAL CHINESE GARDEN SOCIETY
CLASSICAL CHINESE GARDEN TRUST / NEWS & EVENTS
ABOUT CLASSICAL CHINESE GARDENS
THE GARDEN: STEP BY STEP
OTHER LINKS

Sample Job Description for Position of Chief Executive Officer

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(The following job description should be reviewed and customized by an organization to meet the needs and nature of the organization.)

NOTE: References to a Boards of Directors in the following are in regard to chief executive officers of corporations, whether for-profit or nonprofit. Nonprofit-specific items marked as such.

Job Title: Chief Executive

Function:

- To implement the strategic goals and objectives of the organization
- With the chair, enable the Board to fulfill its governance function
- To give direction and leadership toward the achievement of the organization's philosophy, mission, strategy, and its annual goals and objectives

Reports to: Board of Directors

Major Functions/
Accountabilities:

1. Board Administration and Support -- Supports operations and administration of Board by advising and informing Board members, interfacing between Board and staff, and supporting Board's evaluation of chief executive
2. Program, Product and Service Delivery -- Oversees design, marketing, promotion, delivery and quality of programs, products and services
3. Financial, Tax, Risk and Facilities Management -- Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations
4. Human Resource Management -- Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
5. Community and Public Relations -- Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders
6. Fundraising (nonprofit-specific) -- Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation

Job description last revised and authorized by Board: [insert date]

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General Responsibilities of a Chief Executive

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NOTE: References to a Boards of Directors in the following are in regard to chief executive officers of corporations, whether for-profit or nonprofit.

LEADER

- Advises the Board
- Advocates / promotes organization and stakeholder change related to organization mission
- Supports motivation of employees in organization products/programs and operations

VISIONARY / INFORMATION BEARER

- Ensures staff and Board have sufficient and up-to-date information
- Looks to the future for change opportunities
- Interfaces between Board and employees
- Interfaces between organization and community

DECISION MAKER

- Formulates policies and planning recommendations to the Board
- Decides or guides courses of action in operations by staff

MANAGER

- Oversees operations of organization
- Implements plans
- Manages human resources of organization
- Manages financial and physical resources

BOARD DEVELOPER

- Assists in the selection and evaluation of board members
- Makes recommendations, supports Board during orientation and self-evaluation
- Supports Board's evaluation of Chief Executive

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Typical Major Functions/Responsibilities of Chief Executive Officer of a Corporation

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There is no standardized list of the major functions and responsibilities carried out by position of chief executive officer. The following list is one perspective and includes the major functions typically addressed by job descriptions of chief executive officers.

1. Board Administration and Support

Supports operations and administration of Board by advising and informing Board members, interfacing between Board and staff, and supporting Board's evaluation of chief executive

2. Program, Product and Service Delivery

Oversees design, marketing, promotion, delivery and quality of programs, products and services

3. Financial, Tax, Risk and Facilities Management

Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations

4. Human Resource Management

Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations

5. Community and Public Relations

Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders

6. Fundraising (nonprofit-specific)

Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administering fundraising records and documentation

On-Line Discussion Groups, Newsletters, etc.

There are a large number of on-line discussion groups, newsletters (e-zines), etc. in the overall areas of management, business and organization development. Participants, subscribers, etc., can get answers to their questions and learn a lot just by posing the questions to the groups, sharing insights about their experiences, etc. Join some groups and sign up for some newsletters!
References to major egroups, newsletters, etc.

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Should an executive director be a member of the board?

Summary: Consider the drawbacks as well as the advantages.

Jan Masaoka, Executive Director of the CompassPoint Nonprofit Services (<http://www.compasspoint.org/>), offered this advice in 1995:

Here's a scenario:

You're hiring a new executive director and your first choice wants to be a member of the board. She feels board membership will give her the stature she needs to represent the agency in the community. Some board members are against the idea, while others (mostly corporate folks) think it's fine. Should the executive director be a member of the board? If you grant her wish, your new executive director might regret being a member of the board. If, for example, your board is split on an issue, her vote would mean voting against half her board.

State laws vary on this. In California, for instance, the law permits staff members to be on nonprofit boards as long as 50% or more of the board members are neither staff nor "interested parties" (such as relatives of staff). Most for-profit corporations have their CEOs (Chief Executive Officer) as the Chair of the Board. Organizations with board members familiar with that corporate model, and organizations that expect their directors to lead the board, are more likely to have executive directors on the board.

Before agreeing to board membership for the director, the board should discuss the impact on sensitive matters such as performance review, salary and contract negotiation, and board-staff relations. There may be other ways to give the new executive director the stature she feels she needs: perhaps a series of coffees introducing her to community leaders, a more significant role in working with the board than the previous director experienced, or a printed announcement of her selection. What ever you decide, you and the director should review and reconsider the decision in a year.

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An active discussion in April 2001 on the cyber-accountability list produced this (lightly edited) exchange:

A reader asked in cyber-acc:

[A local organizations] proposes to hire a new Executive Director, then amend its by-laws to make her a member of the Board of Directors, rather than reporting to the Board as has been traditionally done. An objection has been raised that giving the ED a vote is not desirable for a number of reasons. What is the current thinking on combining the ED with the Board?

Alan Bergstedt responded: on April 17, 2001:

I have been the Exec. Dir. (i.e. CEO) who reported to the Board. I never asked to be on the Board as the ED with a vote, although I attended and participated in all the Board disc. except at closed sessions discussing my performance and salary increase. Why would I want to have a vote? Would I ever want to vote against the majority of the Board? Would my voice not be enough to persuade the Board about my position? So my advice is for the ED to NOT be a member of the Board, but to attend with voice.

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Harriet Bograd suggested:

For a discussion that compares for-profit and nonprofit corporations, see William G. Bowen's book, *Inside the Boardroom: Governance by Directors and Trustees*. He has a chapter that plays with the question of whether the chief executive should be a board member or not. [Order *Inside the Boardroom* from Amazon.com; a royalty will be paid that assists with the maintenance of this site.]

Chip Watkins provided this note:

To the best of my knowledge, in the US, it is nowhere illegal, nor unusual (especially among smaller and newer charities), for the paid CEO to concurrently serve, usually ex officio, as a voting director or trustee of a charity. As organizations mature, and years pass after the founding and visionary CEO is no longer on the scene, the trend is for the CEO not to serve as a voting member of the governing board. I emphasize the word "trend" because I don't believe it is possible state a universal rule. However, I think that you would find that the likelihood of the CEO serving on the board diminishes with the age, size, and organizational maturity of the charity.

The law in the UK, and perhaps other Commonwealth nations, is different. There, no trustee may receive compensation from the charity, even if he or she is clearly serving substantially and valuably in another capacity.

Lisa Runquist noted:

In California, a majority of directors of a public benefit corporation must not be employees. However, that means that 49% may be both directors and employees.

Putnam Barber added:

In Washington state, nonprofits with more than eight board members none of whom is a paid employee or relative of a paid employee are exempt from state taxes that might otherwise be due. This exemption is of particular importance to organizations that contract with the state or other government as service providers.

Peter Dobkin Hall supplied this historical note:

Although there are authorities who find the practice objectionable, the practice of having the chief executive of an organization sit ex officio as a member of the board and all standing committees is a common one. Most commonly, they serve as non-voting members, however. I know of no instance in which the practice of a an ED serving as a voting member is specifically forbidden by statute.

Carl Zollman's *American Law of Charities* (1925; out of print), surveying the statutes and court decisions over every state up to that time, states that "there is no general limitation which prevents. . . persons who are under no legal liabilities from becoming trustees." He goes on to say that judges and attorneys general who might be called upon to "act in the matter of the trust on behalf of the state" should not serve as trustees, but does not suggest that there were, at the time, any specific legal prohibitions against their doing so.

History seems to bear Zollman out. Harvard's and Yale's presidents have always been members of these institutions' governing boards. In the Episcopal Church, the rector has always been a member of the Vestry.

My own experience as a member of boards of churches, museums, historical societies, and day schools in Connecticut is that the ED normally serves as a non-voting board members.

Howard Oleck's *Nonprofit Corporations, Organizations, and Associations* (6th ed., 1994) is silent on the issue. [Order *Nonprofit Corporations* from Amazon.com; a royalty will be paid that assists with the maintenance of this site.]

On the other hand, Barbara A Burgess Soltz's article, "The Board of Directors," in Tracy Daniel Conners, ed., *The Nonprofit Handbook: Management* (Wiley, 1997), says that "typically, nonprofit boards do not include staff or chief executive officers as voting members of the board, . . . although in some states it is legal to do so. Frequently the chief executive officer is an ex officio member without voting power." [Order *The Nonprofit Handbook* from Amazon.com; a royalty will be paid that assists with the maintenance of this site.]

H. C. Sonny Covington of I CAN! America, LLC, offered further observations:

This is certainly not any trend we have seen across the several states we have served.

Due to conflicts in individual state nonprofit law and Federal law and IRS regulations, in over twenty years we have NOT recommended this nor have we seen responsible nonprofit counsel approve this type of organizational development.

Actually, we have seen more development of the Executive Directors position as a well defined Employment Contract (2 to 3 year renewable terms) rather than an integration of the ED position into the Board Structure.

Most grant contract documents also have a clause that prohibits the payment of salaries or fees to Board members.

The Executive Director is *the fulcrum* (or the proper balance point) of "Board Policy & Governance" and "Management of Staff, Daily Operations & Implementation of the Board instructions." In this regard, the ED should always have voice and reporting responsibilities and attend all Board or Board Committee meetings, except those portions that discuss the position or performance of ED itself.

Where an ED has a voting position on a Board, that ED is partially self-employed and the Board and the ED is at the most difficult place we can imagine. The definition of the Position of Executive Director needs to be in the actual bylaws of the NPO in all cases and if not, the ED has almost unlimited power and can be a real danger to a modern NPO.

The ED is employed and reports to the Board and the balance of staff and contractors are employees of the state chartered nonprofit corporation and report only to the Executive Director and the staff management structure enacted by the ED under Board authority.

Revised 4/17/01 -- PB

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