



**National Environmental Health Association**  
**Board of Directors Handbook**

**February 2017**

## Table of Contents

Introductory Letter from President David Riggs	1
About NEHA	2
Legal Responsibilities	3
Director's Rights	3
Operational Responsibilities	4
1. Mission and Purpose	4
2. Executive Director Selection	5
3. Executive Director Support and Evaluation	5
4. Planning	6
5. Monitor and Strengthen Programs and Services	7
6. Ensure Adequate Financial Resources	7
7. Protect Assets and Provide Proper Financial Oversight	9
8. Build a Competent Board	10
9. Assure Ethical and Legal Integrity	11
10. Enhance the Organization's Public Standing	12
Additional Responsibilities of Specific Board Positions	12
All Board Members	12
President	12
Past President	13
President-Elect	13
First Vice-President	13
Second Vice-President	13
Regional Vice Presidents	13
Conclusion	14
Reference	15



720 South Colorado Blvd.  
Suite 1000-N  
Denver, Colorado 80246-1926  
Phone (303) 756-9090  
Fax (303) 691-9490  
[www.neha.org](http://www.neha.org)

Welcome Board Member!

Thank you for your commitment to serve on the NEHA Board of Directors. To promote a successful transition to our board, we are providing various resources for your review and encourage you to be proactive and inquisitive in fully understanding your role as a director.

NEHA's mission is *to advance the environmental health professional for the purpose of providing a healthful environment for all*. As a director, your primary role is to serve NEHA's mission and to ensure that activities carried out by the organization help to further that mission.

This guidebook was approved by the NEHA Board of Directors in February 2017 and reflects the board's commitment to imparting effective leadership and a high standard of ethics. It is your responsibility to become familiar with the content of this guidebook. In addition, it's imperative for you to read the following NEHA documents to inform effective decisions moving forward:

- *Articles of Incorporation and Bylaws*
- *Policy and Procedures Manual*

I look forward to working with you on the road to making NEHA the most essential and influential environmental health resource in the country, and increasingly the world. Thank you for your service.

Sincerely,

David Riggs  
NEHA President

## About NEHA

*Mission: to advance the environmental health and protection professional for the purpose of providing a healthful environment for all*

### *NEHA's Origin*

The National Environmental Health Association (NEHA) had its origins in the state of California where it was incorporated in 1937. The original impetus behind the creation of a national professional society for environmental health practitioners was the desire by professionals of that day to establish a standard of excellence for this developing profession. This standard, which has come to be known as the Registered Environmental Health Specialist or Registered Sanitarian credential, signifies that an environmental health professional has mastered a body of knowledge (which is verified through the passing of an examination), and has acquired sufficient experience, to satisfactorily perform work responsibilities in the environmental health field. The pioneers of the association believed that such a credential was necessary if the environmental health field was to grow and take shape as a legitimate and widely respected profession.

NEHA currently serves approximately 5,000 members to advance the environmental health and protection professional for the purpose of providing a healthful environment for all. Professionals who earn a Registered Environmental Health Specialist/Registered Sanitarian credential from NEHA are recognized as having achieved an established standard of excellence. These environmental health professionals master a body of knowledge (which is verified by examination), and acquire sufficient experience to satisfactorily perform work responsibilities in the environmental health field.

In addition to maintaining high standards of practice and testing for its credentialing programs, NEHA provides training and resources for continuing education through online courses and an online bookstore; holds an annual conference; fosters networking and career growth; educates government officials and decision makers on issues germane to professional practice; and publishes the widely-respected peer-reviewed *Journal of Environmental Health*.

NEHA is governed by a 14-member board of directors and benefits from various committees and technical advisors who serve as subject matter experts. NEHA employs approximately 35 paid professionals dedicated to providing quality programs to the NEHA Membership.

As a director, your primary role is to serve NEHA's mission and to ensure that activities carried out by the organization help to further that mission. When reviewing the organization's budget, policies, and positions, you should evaluate them against the mission statement and determine whether the proposed action is consistent with the mission and its tax-exempt status under the Internal Revenue Code.

## Legal Responsibilities

Board members of 501(c)(3) non-profit organizations are legally expected to execute the following responsibilities, commonly called “the 3 Ds”. NEHA Board members are expected to perform these duties faithfully:

1. ***Duty of Care***: Board members are expected to actively participate in organizational planning and decision-making and to make sound and informed judgments. The Board should delegate day-to-day duties to the Executive Director and staff, subject to the Board’s general review and oversight. The Board may delegate certain functions to committees of the Board. The duties that can be delegated to committees of the Board are generally specified in the NEHA bylaws. Additional duties may be charged to ad hoc committees assigned by the President or by a motion of the Board. Board members must also perform the duties specified in the *Operational Responsibilities* section of this handbook.
2. ***Duty of Loyalty***: When acting on behalf of the organization, board members must put the interests of NEHA before any personal or professional concerns and avoid potential conflicts of interest. Board members must not seek to derive private gain from business transactions that involve NEHA or advance their own personal interests at the expense of NEHA. Acts of self-dealing constitute a breach of fiduciary duty which may result in personal liability to NEHA and/or its board members. Board members and senior management should avoid conflicts of interest and the appearance of impropriety. To avoid the potential for conflicts of interest, the NEHA Bylaws prohibit board members from serving on the board of any NEHA affiliate. Similarly, NEHA policy prohibits NEHA board members from being employed by NEHA either as a staff member or as a contractor.
3. ***Duty of Obedience***: Board members must ensure that the organization complies with all applicable federal, state, and local laws and regulations, and that it remains committed to its established mission. Board members must also act in a manner that is consistent with the provisions of NEHA’s Mission, *Articles of Incorporation and Bylaws*, tax exempt status, and the ethics of our environmental health profession.

**Director’s Rights:** As a board member, you have certain legal rights. These rights are designed to assist you in carrying out your fiduciary duties. For example, it is important that you stay informed about NEHA’s business affairs. Consequently, as a board member, you have a right to have reasonable contact with the organization’s Executive Director and senior managers to discuss the organization’s business affairs. You also have the right to inspect the books and records of the organization and to request additional information from management.

You should also remember that while the Board retains the ultimate responsibility for the operations of NEHA, the Executive Director and senior managers are responsible for the day-to-day management of the organization. Your duty as a board member is to ensure that they exercise their management responsibilities in a manner that best serves the organization. It is not

in the organization's best interests if the Board attempts to review and approve day-to-day management decisions, or substitutes its judgment for that of the senior managers.

It is important that you are reasonable in the frequency and scope of your requests when you request information from management. You want to take care that your requests are suited to what you need in order to perform your job as a board member, and not the day-to-day management of the organization.

Another important way to stay informed about the organization's activities is to review the Board minutes, committee reports, and the quarterly reports provided by the other board members in each board packet. The Board will be provided with the minutes of the meetings in a timely manner prior to each meeting. If, for some reason, you do not receive the minutes of a Board meeting, committee report, or board member report prior to the next quarterly meeting, you have the right to ask for a copy of the missing document(s) and they should be provided promptly.

It is also important, and required, that directors attend Board and committee meetings. Therefore, you have a right to be given advance notice of each meeting so that you can prepare for the meeting and make plans to attend. The President collaborates with the Executive Director to schedule Board meetings. Advance notice of meeting location and time will be provided in accordance with the bylaws. The President will announce the meeting schedule shortly after assuming office after the Annual Education Conference.

Many meetings of the Board and its committees are conducted via teleconference or electronic media, however, travel is required in order to attend some Board meetings in person. You may also travel to other meetings or functions consistent with your position on the NEHA Board of Directors. Meeting expenses incurred by board members include airfare, transportation, parking fees, lodging, and meals. You have a right to timely reimbursement of these expenses in accordance with NEHA Policy and Procedure and subject to budget limitations. Please be aware that some expenses may be the responsibility of board members and ineligible for reimbursement. For details, see the policy on travel by board members in the Policy and Procedure Manual.

Finally, the organization encourages open and informed debate among the board members, which helps ensure that the best possible decisions are made. If you disagree with any action the Board proposes to take, you have the right to vote against the action. In addition, you have the right to have your objection(s) memorialized, if you so wish and request, in the minutes of the meeting. Board meetings are conducted in accordance with the most current edition of Robert's Rules of Order. Board members have all the parliamentary rights described therein.

### **Operational Responsibilities**

Richard Ingram (1941) proposed that non-profit boards have ten basic operational responsibilities. Those ten responsibilities and what they mean for NEHA board members are listed here:

- 1. Mission and Purpose*

Drawing on the original effort that led to the creation of NEHA, the association today stands as a strong professional society with approximately 5,000 members. Clearly NEHA's mission, "to advance the environmental health and protection professional for the purpose of providing a healthful environment for all" is as relevant today as it was when the organization was founded. Advancement has been defined by NEHA in terms of both education and motivation. The basis for the association's activities is the belief that the professional who is educated and motivated is the professional who will make the greatest contribution to the healthful environmental goals which we all seek. Accordingly, great emphasis is placed on providing, through each of NEHA's programs, both an educational as well as a motivational opportunity. At NEHA's conferences, for example, tremendous attention is paid to developing a quality educational program that not only imparts knowledge to the attendee but, also, through the very quality of the presentations, inspires the attendee to do more upon returning to his or her job.

Advancing the mission and purpose of NEHA is the highest responsibility of the Board of Directors. Each board member should commit the mission to memory and it should guide their actions. It is recommended that NEHA board meetings should begin with a reading of the mission statement. The board should periodically review the mission statement to ensure that it accurately reflects and articulates the organization's purpose to the profession, key stakeholders, and the public.

As a board member it is important that you demonstrate your commitment to the organization by regularly attending board meetings and meetings of the committees to which you have been assigned. This will allow you to stay informed of NEHA's activities and, in turn, the organization will benefit from the skills you bring to the board. Being a member of the Board of Directors is a personal responsibility. You cannot delegate this responsibility to others. Therefore, you cannot give someone else the authority to attend a board meeting or vote on your behalf. You cannot vote by proxy.

## *2. Executive Director Selection*

The board is responsible for selecting the Executive Director. Prior to beginning this search, the board should carefully review the position description and update it accordingly. Due diligence should be exercised to ensure that this selected person reflects NEHA's values and can effectively advance the mission. A search firm may be retained to assist in this effort. It is also important for the board to be concerned with succession planning. The board should encourage the Executive Director to have a plan for professional development within the association's management team. The Executive Director should also have a recommended plan for how NEHA will effectively handle vacancies and unexpected departures of key staff positions, including the position of Executive Director.

## *3. Executive Director Support and Evaluation*

The Executive Director is the chief executive of the organization and is hired and supervised by the board. The board should encourage the Executive Director and provide clear guidance regarding performance expectations. The board should also support the ongoing professional

development of the Executive Director. The board maintains the authority to redirect or even terminate the contract of the Executive Director if he or she is not meeting the performance standards or ethical expectations set by the board. As part of its responsibilities, the board should review the performance of the Executive Director annually. By giving the Executive Director feedback at least annually, the board will assist the Executive Director in performing to the best of his or her abilities.

The board is also responsible for setting the compensation for the Executive Director. Decisions regarding compensation are made regularly by the Board of Directors in consideration of the budget, the Executive Director's performance, and other economic factors. The Internal Revenue Code indicates that non-profit organizations cannot pay senior management staff more than "reasonable" compensation for their work. The Internal Revenue Code provides the following test to determine if compensation is reasonable:

- A. The compensation level must be approved by the board or a committee of the board authorized by it to set the compensation;
- B. The board makes use of data showing how much similar organizations are paying their employees to determine that the compensation is reasonable; and
- C. There is proper documentation of the decision-making process.

#### *4. Planning*

Another important task that the board must undertake is to set the strategic direction for NEHA. The Board has the primary responsibility of carrying out this task, with the help of senior management, to ensure future sustainability and growth. Therefore, it is important that the Board invest time on a regular basis to develop and/or update the long-term plans for the organization. The starting point of any strategic planning is NEHA's mission statement. Both the board and senior management must have a good understanding of the organization's mission and how NEHA's current activities serve that mission.

Next, the board must have a good understanding of the interests and concerns of NEHA's various stakeholders. What resources exist to meet the needs of the membership, and what needs have not been met? The board should then determine whether the activities the organization engages in, or may want to engage in the future, are consistent with its mission; and designed to meet its membership's needs.

Third, the board should determine whether NEHA's existing programs are also effective in carrying out its mission. Is the organization meeting the goals it set out to achieve? Are there more effective ways to achieve its mission? Does NEHA have to shift the focus of its mission to meet current or future needs?

Finally, the board should evaluate what resources are available to NEHA that would allow it to undertake the activities the board has identified to help meet the needs of its stakeholders or expand its scope of operations.



Once the board has evaluated NEHA's current activities against the mission statement, taken stock of the needs of its stakeholders, and determined what resources are available to assist the organization in carrying out its mission, the board, working closely with senior management, must develop a strategic plan for NEHA. That plan then serves as a basis for determining NEHA's activities and initiatives. It will help the board and staff evaluate new opportunities as they arise, to see if they are consistent with the direction the board and management want to take the organization. (The current NEHA strategic plan is included in the Policy and Procedure Manual.)

Once the board has adopted strategic plan goals, the board should work closely with the Executive Director to develop specific, measurable, achievable, realistic, and time-bound objectives. Senior management is responsible for developing an annual work plan that implements the goals and objectives in the strategic plan. The board will then measure the progress toward the strategic plan goals on an annual basis.

#### *5. Monitor and Strengthen Programs and Services*

As the organization develops programming, it is essential for the Board of Directors to regularly review those programs and services to ensure that they are delivering outputs and outcomes aligned with the strategic plan's goal and objectives. Many non-profit organizations are negatively affected by a gradual migration of focus away from the original purpose of the organization. The NEHA board members are collectively responsible for reviewing the work of these programs and services for mission alignment. The Executive Director and senior staff leadership are expected to regularly report on the status of NEHA's programs and services. Board members should not hesitate to ask for specific details about any program or service offered to membership.

The Board of Directors is also responsible for making sure that the programs and services are high quality and provide good experiences for membership. Board members should regularly communicate with membership in order to ascertain the experiences and satisfaction of our membership. NEHA programs and services should be designed to be culturally competent and relevant to the diversity of people who practice the environmental health profession. Board members should continually scrutinize and drive further quality improvement throughout the organization.

#### *6. Ensure Adequate Financial Resources*

It is not enough for NEHA to have a good purpose and programs. There are many non-profits with important missions to fulfill, and there is a limited amount of money to support all their worthy causes. NEHA cannot serve the critical needs of the environmental health profession without proper funding. Therefore, one of the most important roles of the board is to define and establish a successful fundraising strategy to sustain the organization's goals. The role of the board in fundraising is unique, and it is one of the critical differences between non-profit and for-profit boards of directors. The board has a responsibility to attract resources to sustain the organization's programs and fulfill its mission. The board must select and support staff

leadership, put the budget in place, and oversee and evaluate the organization's fundraising and financial performance.

Even though the board is ultimately responsible for NEHA's fundraising strategy, the fundraising activities will not succeed without a close partnership with staff leadership. There needs to be close collaboration between the board and staff, as well as clearly defined goals to execute. Therefore, it is key for the board to specify the responsibilities of both the staff leadership team and the board in the fundraising effort. At the same time, it is important to remember that implementing the fundraising plan is a responsibility shared by the board and should not be left only to paid staff.

The board should ensure that NEHA follows ethical fundraising practices and that its fundraising efforts are cost-effective. It is the board's responsibility to ensure that NEHA's fundraising programs reflect well on the organization and its mission. Therefore, the board must exercise due care in developing fundraising programs. From time to time, NEHA may be offered donations that would compromise the ethics, financial circumstances, program focus, or other interests. For example, the source of the funds may be one that is inconsistent with the mission NEHA is trying to serve. Therefore, it is important that the board has clear standards and procedures for determining when it will not accept a donation.

One of NEHA's most valuable assets is its reputation. One way the organization may forfeit its good name is if it engages in inappropriate fundraising practices. In the past few years, newspapers have published several stories of otherwise legitimate charities that have employed questionable fundraising methods. Therefore, it is important that the board ensure there is appropriate training and supervision of the people soliciting funds on NEHA's behalf, that they understand their responsibilities and do not employ techniques that are coercive, intimidating, or intended to harass potential donors.

Most states regulate the solicitation of contributions by charitable organizations. The board is responsible for ensuring that NEHA complies with the various applicable charitable solicitation laws.

NEHA respects the privacy of individual donors and, except where disclosure is required by law, does not sell or otherwise make available the names and contact information of its donors without providing them an opportunity to opt out of the use of their names.

In addition to the preceding tasks, each member of the board should show his or her personal financial support for the organization. Board members are also expected to contribute their time, skills, and expertise to NEHA without any expectation of financial compensation. The organization cannot succeed without those contributions. We cannot expect others to support NEHA financially or otherwise if the board does not. Your personal participation is essential to successful fundraising.

NEHA does not specify how much each board member should donate to the organization. However, NEHA does ask you to donate a contribution of whatever level you are comfortable with. NEHA's goal is to have 100 percent participation by the board. In addition, you should

help management identify and evaluate prospective donors, including individuals, corporations, and foundations. As a director, you should also assist in cultivating prospective donors by stimulating interest in NEHA and its mission.

#### 7. *Protect Assets and Provide Proper Financial Oversight*

NEHA is fortunate that so many people support the organization by giving their time and money—often at great sacrifice to themselves—it is, therefore, important that NEHA exercise good stewardship in managing these financial resources. The senior management of NEHA plays a key role in managing the financial affairs of the organization, but the board is ultimately responsible for ensuring that its funds are properly utilized. Over the past several years, the IRS has increased its financial oversight of nonprofit organizations. Several states also have started extending these governance principles, previously applicable only to public companies, to cover nonprofit organizations. Moreover, grant makers and other donors expect nonprofit organizations to exercise robust financial oversight. Therefore, the board should maintain clear policies and procedures to protect NEHA’s financial assets and ensure that it is following best practices.

As a board member, you can call on the association’s resources, including senior management and the independent auditors responsible for conducting the organization’s annual audit, to help you perform your duties. In particular, the board, or the Finance Committee of the Board, should meet with the auditors before the annual audit and after a draft audit is prepared to discuss the auditors’ findings and to determine what steps, if any, the board should take to improve the financial oversight of the organization. The following is a summary of the key financial responsibilities of the Board:

A. Policies and Procedures: While it is management’s responsibility to oversee the day-to-day accounting and financial management, the board is responsible for ensuring that proper financial systems and controls are in place. The board is also responsible for reviewing practices and reports to ensure that staff members and volunteers are complying with board approved policies.

B. Budget and Expenses: The board is responsible for reviewing and approving the annual budget. The board should also receive regular financial reports, either monthly or quarterly. The reports should show budgeted and actual expenditures as well as budgeted and actual revenues. By carefully reviewing the regular financial reports, the board will be able to determine whether adjustments must be made in spending to accommodate changes in revenues.

Prudent financial oversight also requires that the board look beyond monthly or annual financial reports to consider how NEHA’s current financial performance compares with that of previous years, and how its financial future appears. If net assets have been declining over a period of years, or if future funding seems likely to decrease significantly, the board may need to take proper steps to achieve or maintain the financial stability of the organization.

C. Prudent Investment of Financial Assets: As a member of the board, you also have the obligation to maintain policies and procedures to ensure that NEHA manages and invests its funds responsibly and in compliance with legal requirements. The board is responsible for establishing policies that govern how the funds will be invested, ensuring that donor-restricted

funds are used in a manner that complies with the donor's restrictions, and allocating the returns from investments among the various programs. (See the Policy and Procedure Manual for NEHA's current investment policy.) For example, the board must decide questions such as:

- Will NEHA maintain an endowment where funds that may be used to serve its purpose may be restricted by the donor?
- How much of an operating reserve should the organization have (i.e. - three to six months of operating expenses)? Under what circumstances can the operating reserve be used? Who makes the decision to use the operating reserve?
- Are there any restrictions in how NEHA will invest its funds? For example, does NEHA wish to invest in the stock of companies that may be contrary to the larger interests of environmental and public health?

As a member of the Board of Directors, you are expected to carry out your responsibility to manage the funds of the organization in good faith, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances. This means that you are responsible for overseeing the investment of the funds to ensure that those charged with making the investment decisions, including any committee appointed by the board, are acting prudently. As a director, you should keep in mind several factors in carrying out these duties, among which are:

- The needs of the organization and the general economic conditions, including the possible effects of inflation and deflation;
- The expected total return for an investment, including appreciation, and how that plays within the overall investment portfolio;
- The need to preserve capital versus the need to generate income;
- The other resources available to NEHA;
- An asset's special value, if any, to the organization; and
- Any expected tax consequences with respect to an investment.

By following these steps, you will help ensure that NEHA acts as a good steward of its funds and in a manner that helps the organization carry out its mission.

#### 8. *Build a Competent Board*

The board should undertake to periodically evaluate its own performance. Self-evaluation can be difficult. Therefore, the board should use appropriate performance measures to assist the board members. Some of the criteria are objective and easy to evaluate such as attendance at meetings. Other criteria are more subjective. However, it is important for the board to regularly discuss how it can improve its performance. The board should determine what skills the board may be lacking, and whether it can develop those skills from within its ranks. Each individual on the board should also be self-aware of his or her weaknesses and continually strive for self-improvement.

Moreover, each board member must be engaged in the work of the board. If the board members are not fully engaged in the board's work, the board should discuss what steps it should take to

re-engage its members. Without a fully engaged board, there is a likelihood that the work will fall on a few individuals. This will not only result in many tasks not being done, but will also put members of the board who are most engaged at risk of becoming burned out. If efforts to re-engage a board member do not work, the board should be willing to ask the member with poor performance to resign from the board, or to leave the board at the end of his or her term. While evaluating the performance of individual members can be hard, it is important to remember that the board's first duty is to serve the best interests of NEHA and not those of other members of the board. Building a strong board makes the workload more manageable and improves the performance of each member of the Board of Directors.

NEHA board members are prohibited from endorsing or campaigning for candidates for open positions on the board. However, members are not prohibited from encouraging outstanding qualified individuals to run for board positions. On the contrary, in order to develop a competent board, NEHA board members should actively seek and encourage individuals who seem likely to add strength to the board.

#### *9. Assure Ethical and Legal Integrity*

As a board member, you have certain legal responsibilities that you must follow. This section is designed to give you some of the information you need to carry out those responsibilities. However, this material can only provide you with general information. It cannot answer every situation that may arise and should not be construed as legal advice. Therefore, if the board has a specific situation with respect to which it needs guidance, it should consult with legal counsel to determine what is appropriate for the organization. In addition, if you have questions about any potential legal liability you may have as a board member, you should bring the matter to the President and/or the Executive Director. You may, of course, bring questions of personal liability to your own personal legal counsel at your own cost.

It is important for NEHA to support a climate of sound ethics through solid leadership. Through your participation on the board, you can foster a climate whereby the directors, employees, and volunteers act in a manner that upholds the highest ethical standards while carrying out their duties. It is important to create this expectation for yourselves and others. If you and your fellow board members appear unconcerned with maintaining high standards, this attitude will be observed by the employees and volunteers, and it will impact their behavior as well. In particular, the board should make clear that, in making decisions, it is doing what it believes is in the best interests of carrying out the NEHA mission. It is also the board's responsibility to ensure that the association fully complies with all applicable federal and state laws and regulations. In addition, as a board member, you are expected to comply fully with NEHA's Code of Ethics, the Conflict of Interest Policy, and all other policies. You and the other members of the board are responsible, within reason, for ensuring that all others comply with these policies as well. In particular, the board is responsible for implementing Whistleblower Policy and for ensuring that any claims of wrongdoing by a board member, employee, or volunteer are fully and fairly investigated, and that there is no retaliation against anyone bringing a claim in good faith.

You should not disclose confidential or sensitive information about NEHA's activities unless the Board decides to make the information public, or unless the information is a matter of public record.

#### *10. Enhance the Organization's Public Standing*

Please consider your professional appearance, behavior, and attire when representing NEHA in public. Board member comportment and deportment shall reflect the highest professional standards. The dress code for board members while representing NEHA publicly or at a board meeting shall be business attire unless otherwise directed by the President. The appearance and behavior of our board members expresses the values and importance of our association. Board members should also be mindful of the many people who, perhaps while going unnoticed, are watching how our board members and employees are acting. These people are developing conclusions about what NEHA is and whether or not it is a valuable organization. These unnoticed observers may have great ability, either presently or in the future, to affect NEHA. Board members should consider this as an opportunity to positively influence NEHA's future by acting kindly and courteously to all people regardless of their present station in life.

NEHA board members should also continuously scan for opportunities to communicate the importance of NEHA and its mission. Board members may, on occasion, be asked to speak with the media or before other organizations in order to advance NEHA's communication objectives.

#### **Additional Responsibilities of Specific Board Positions**

##### *All Board Members*

Consistently attend and participate in board meetings. The schedule of these meetings is generally as follows, however, the President has the authority and discretion to call for more or fewer meetings:

Post-AEC – ½ day

Fall – 2 day

Winter – ½ day teleconference (Executive Committee – 2 days in person)

Pre-AEC – ½ day

Generally serve on at least two board committees

Conscientiously carry out the work of the committees to which they are assigned

Cultivate potential donors to our Endowment Fund

Enhance the association's public standing

Recruit new NEHA members

##### *President*

Sets the dates and agenda for meetings of the Board of Directors

Serves as the official public face of NEHA representing NEHA both nationally and internationally

Chairs meetings of the Board of Directors

Chairs Executive Committee

Communicates regularly with Executive Committee and Executive Director via conference call

Chairs the Executive Committee in conducting the annual evaluation of the Executive Director

Serves as primary link between the Executive Director and the Board

#### *Past President*

Chairs Nominations Committee

Serves as the Board's parliamentarian

Executive Committee

#### *President-Elect*

Chairs Bylaws/Policies & Procedures Committee

Assumes responsibilities of the President when necessary

Executive Committee

#### *First Vice-President*

Typically chairs one of the Board committees

Executive Committee

#### *Second Vice-President*

Typically chairs one of the Board committees

Executive Committee

#### *Regional Vice-Presidents*

Serves as an expert on the state of the profession in their region

Maintains professional relationship with Affiliate Presidents

Maintains at least quarterly contact with affiliate presidents

Attend or participate in affiliate conferences as possible and valuable for NEHA

Promotes NEHA membership at affiliate meetings

Follows up with lapsed members in their region

### **Conclusion**

The NEHA Board of Directors wants to congratulate you on your election to the board. We also express our appreciation for your willingness to serve as a board member. There are many exciting challenges and opportunities ahead, and we are grateful that you have accepted the responsibility of being a member of the board. As an organization, we are committed to giving you the resources you need to succeed. Also, we realize that as a new member, you bring unique perspectives and ideas that may be different from current or past members of the board. Your presence enriches and renews the board. Much of the information in this handbook may seem overwhelming at first, but if you have any questions or if there is anything you need in order to provide your board service, please speak to the officers of the board or the Executive Director. You are also strongly encouraged to read the *Articles of Incorporation and Bylaws* which can be found on the NEHA website and the *Policy and Procedures Manual* which will be provided to you.

Welcome the NEHA Board of Directors!

### *Acknowledgement*

Some of the content material used in this handbook was adapted with permission from the *Welcome to the Board of Directors* template manual produced by the District of Columbia Bar Pro Bono Program. The National Environmental Health Association appreciates their contribution to effective non-profit board leadership.



## Reference

Ingram, R.T. (1941). *Ten basic responsibilities of nonprofit boards*. Washington, DC: BoardSource.