

Policy:	Expectations and Benefits of Serving on the Board of Directors
Policy Number:	I.1
Original Adoption:	July 19, 2000 (I.1 Annual Meeting Perks); October 15, 1998 (I.4 Board Performance)
Revision History:	February 26, 2020 (I.1 Expectations and Benefits of Serving on the Board of Directors) March 18, 2011 (I.1 Annual Meeting Perks) September, 2009 (I.1 Annual Meeting Perks)

I. Purpose

NACCHO is striving to become a high performance organization at both the staff and board levels. In accepting election to the Board of NACCHO and/or appointment to one of the working committees or national liaison positions, Board members are expected to meet the following guidelines for performance.

II. Policy

Expectations of Board Members

Governance Responsibilities

The NACCHO Board of Directors has three primary legal duties known as the “duty of care,” “duty of loyalty,” and “duty of obedience.”

- *Duty of Care*: Ensuring prudent use of all assets, including facility, people, and good will
- *Duty of Loyalty*: Ensure that NACCHO's activities and transactions are, first and foremost, advancing its mission; recognize and disclose conflicts of interest; make decisions that are in the best interest of NACCHO and not in the best interest of the individual board member (or any other individual or for-profit entity)
- *Duty of Obedience*: Ensure that NACCHO obeys applicable laws and regulations; follows its own bylaws; and that NACCHO adheres to its stated corporate purposes/mission

Specifically, Board members are expected to:

- Set Organizational Direction
 - Engage in strategic thinking and planning
 - Set the organization's mission and vision for the future
 - Establish organizational values
 - Approve operational and annual plans
- Ensure Necessary Resources
 - Hire capable executive leadership
 - Ensure adequate financial resources
 - Promote positive public image
 - Ensure the presence of a capable and responsible board
- Provide Oversight

- Minimize exposure to risk
- Measure progress on strategic plan
- Monitor programs and services
- Provide legal and moral oversight
- Evaluate Chief Executive Officer
- Self-evaluate Board performance

Mission, Values, and Membership

Board members are expected to:

- Promote NACCHO's mission to NACCHO members and local health department staff members
- Adhere to NACCHO's values of leadership, excellence, health equity, participation, respect, science, integrity, and innovation
- Engage new members and prospective members by encouraging participation in NACCHO's programmatic work, federal advocacy efforts, conferences, and other revenue generating activities
- Partner with State Associations of County and City Health Officials (SACCHOs) to ensure that voices from these organizations and their constituents are represented on the NACCHO Board of Directors
- Work with NACCHO staff to strengthen NACCHO through partnerships with organizations doing work that aligns with NACCHO's mission, vision, and values
- Perform outreach to members and act as communication liaison between board and other members

Representation on behalf of NACCHO

Board members are often nominated to represent NACCHO on federal or other national advisory bodies, as well as to speak on behalf of NACCHO at meetings of other organizations, including SACCHO meetings. In so doing, Board members are expected to:

- Coordinate with NACCHO staff on messaging and strategic priorities
- Restrict the expression of NACCHO positions within parameters defined by existing NACCHO policy
- Obtain approval of the President, Executive Committee, or full Board prior to representing the organization in areas not covered by approved policy
- Refrain from representing personal views on behalf of the organization

Role of the Regional Representatives to the Board

Regional representatives are elected from the ten HHS regions to ensure Board representation from across the nation. As such, regional representatives are expected to periodically engage with SACCHOs in their respective regions to provide updates on NACCHO-related activities as well as bring feedback to the Board regarding regional perspectives on issues of interest to members and NACCHO. On occasion, regional representatives may be asked to participate in SACCHO meetings and to assist with targeted outreach on advocacy. NACCHO staff will provide assistance by linking regional representatives to their respective regional SACCHO contacts.

Other responsibilities of the regional representatives may include:

- Targeting outreach to members whose dues may have lapsed
- Targeting outreach to new potential members in one's region
- Connecting NACCHO Consulting staff to potential consulting opportunities in the region
- Assisting with marketing of conferences and signature programs in the region
- Serving as a committee chair

Role of the At-Large Representatives to the Board

At-Large representatives are elected to represent the interests of all NACCHO members. At-Large representatives bring the voice of health departments from across the country to NACCHO's policies, conferences, membership engagement strategies, and governance.

Responsibilities of At-Large representatives may include:

- Serving as a chair of a NACCHO committee
- Serving on a task force, ad-hoc, or special committee
- Connecting NACCHO with potential consulting opportunities
- Performing outreach to general membership
- Serving as a communication liaison between the Board of Directors and NACCHO members
- Assisting with marketing of conferences and signature programs
- Developing new business plans to increase funding for NACCHO or local health departments

Meetings and Assignments

All Board members are expected to:

- Participate in two (2) in person meetings per year (July at NACCHO Annual and February during Leadership Week) and two to three (2-3) Board of Directors conference calls
- Be an active participant in Board committees and liaison relationships (approximately 2-3 hours per month)
- Complete all agreed upon work assignments and reports in a timely fashion
- Attend all meetings of the Board, including conference calls
- Prepare for meetings by reading all of the Board packet in advance
- Participate actively in discussions during Board meetings
- Be an active listener during discussions at Board meetings
- Give due respect to all members of the Board
- Respect the processes associated with doing the business of the Board

Staff Relationships

Board members are expected to:

- Recognize the power dynamic of Board members when interacting with staff
- Treat staff with respect
- Refer any concerns about staff performance or conduct to the Chief Executive Officer directly
- Respect the limitations of time available of staff to support Board member activities
- Address concerns or complaints raised by staff or members about NACCHO operations by referring to the Chief Executive Officer for investigation and resolution
- Along with NACCHO staff, be aware of NACCHO's employment policies (e.g. whistleblower, harassment, etc.) when concerns or complaints cannot be addressed by the Chief Executive

Officer

Benefits of Serving on NACCHO's Board of Directors

- **Influence the Strategic Direction of Your Professional Home:** In doing so, Board members can have a positive impact on local health departments and public health practice.
- **Be the Voice of the Local Experience:** Board members ensure that NACCHO's programs, policies, and advocacy are field-informed and reflective of the experience on the ground.
- **Serve as a Representative of NACCHO:** Board members are often asked to speak on behalf of NACCHO at meetings and with the media.
- **Set Public Health Policy:** Board members review and approve all NACCHO's policy statements that make recommendations to policy makers at all levels of government, as well as local health department leaders.
- **Influence National Policy:** Board members meet with their Congressional representatives, federal agency officials, and may represent NACCHO on federal or other national advisory bodies.
- **Increase Knowledge of Issues of the Day:** Board members are briefed on and strategize around pressing legislative, regulatory, and public health practice impacting local health departments.
- **Be a Mentor/Mentee:** All newly elected Board members are paired with a seasoned member of the Board to ensure that they understand their roles, how the Board does business, and the structure of NACCHO.
- **Increase Non-profit Finance Knowledge:** Board members, in fulfilling their fiduciary responsibilities, will learn about non-profit budgeting and oversight.
- **Grow Your Network:** Opportunity to work closely with other passionate and talented LHOs from across the country on issues of importance to NACCHO as an organization and local public health.
- **Build Your Skill Set:** Hone the skills you currently possess and learn new skills through a formal orientation program led by NACCHO Executive Staff and officers of the Board.
- **Travel Reimbursement:** The CEO and Executive Committee will regularly review and determine travel reimbursement benefits for Board members for attendance at national meetings, Leadership Week, the NACCHO Annual Conference, or other events where Board members may be representing NACCHO.

Compensation

Per the NACCHO By-Laws, Article 4 Board of Directors 4.10 Compensation, Directors do not receive compensation for Board service. NACCHO understands the time and commitment that each Board member provides and reasonable expenses may be reimbursable subject to available budget (please reference the **Board of Directors Benefits Matrix**¹ below). All benefits are subject to available budget in any given year and may change based on funding.

¹ Please review the governance policies for your county, city or state regarding travel to ensure that your use of these benefits are in compliance with the policies set forth by your employer.

NACCHO

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Board of Directors Benefits Matrix							
Benefits	Role of Director						
	President	President-Elect	Vice-President	Immediate Past President	Outgoing Past President	Executive Committee	Member
Winter Leadership Conference							
Airfare	✓	✓	✓	✓	✓	✓	✓
Hotel	✓	✓	✓	✓	✓	✓	✓
Per Diem	✓	✓	✓	✓	✓	✓	✓
Ground Transportation	✓	✓	✓	✓	✓	✓	✓
NACCHO Annual Board Meeting							
Airfare	✓						
Hotel upgrade or amenity†	✓	✓	✓	✓	✓	✓	✓
Conference Registration	✓						
Per Diem	✓						
Ground Transportation	✓						
Up to three (3) national or SACCHO meetings/conferences with a defined speaking role, either as moderator, panelist or keynote. <i>Note: Letter of invitation required.*</i>							
Airfare	✓	✓	✓	✓	✓	✓	✓
Hotel	✓	✓	✓	✓	✓	✓	✓
Conference Registration	✓	✓	✓	✓	✓	✓	✓
Per Diem	✓	✓	✓	✓	✓	✓	✓
Ground Transportation	✓	✓	✓	✓	✓	✓	✓

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Benefits	President	President-Elect	Vice-President	Immediate Past President	Outgoing Past President	Executive Committee Member	Board Member
Board Development: ASAE Board/Staff CEO Symposium. <i>Note: joint training for Board President, President-Elect, CEO</i>							
Airfare	✓	✓					
Hotel	✓	✓					
Conference Registration	✓	✓					
Per Diem	✓	✓					
Ground Transp	✓	✓					
Recognition of service at NACCHO Annual. <i>Note: Varying levels of awards and recognition are presented.</i>	✓	✓	✓	✓	✓	✓	✓
NACCHO Business Cards (upon request)	✓						

* Director is responsible for cost, however, hotel upgrade will be provided at regular room rate, where available. If upgrade not contracted/available, amenity may be provided.

* If President or their designee is unavailable, other officers or Board members

- ✓ benefit
- ✓ tentative benefit

I. Authority

The NACCHO Expectations and Benefits of Serving on the Board of Directors, per the By-Laws, shall be exercised by or under the authority of NACCHO's Board of Directors, and the activities and affairs related to this policy shall be managed by or under the direction, and subject to the oversight, of its Board of Directors.

II. Board Approved Effective Date

NACCHO Board of Directors, George Roberts, President February 26, 2020

Authorized Name, Title

Date

III. Supersession (Replacement)/Cancellation

This document reflects the combined former 1.1 Annual Meeting Perks and 1.4 Board



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Performance Policies and fully replaces those former policies.

IV. Maintenance

The NACCHO Governance Committee has been charged with conducting a three-year cyclical review of all Board policies. Necessary edits and revisions will subsequently be forwarded to the Board of Directors for review, discussion, and approval.