

Association Executive

The Association Executive is an employee of the corporation, and is hired to assist the board in management of the organization. The Association Executive is delegated by the board to be responsible for all business operations, including management of the assets of the corporation; hiring, training, promoting, disciplining and terminating employees; and for establishing and maintaining the business structure that will efficiently conduct the management functions of the organization.

The Association Executive plans for and administers a program providing service in accordance with the organization's stated purpose and in such a manner that optimum results are achieved in relation to the resources of the organization, and operates under the general direction of the board.

Board delegation to the Association Executive

The board's job is generally confined to establishing topmost policies, leaving implementation of board policy to the Association Executive. All board authority delegated to staff is delegated through the Association Executive.

The Association Executive is authorized to establish all further policies, make all decisions, take all actions and develop all activities, which are true to the board's policies. The board will respect the Association Executives' choices so long as the delegation continues. This does not prevent the board from obtaining information about activities in the delegated areas.

Acting with the authority granted above, the Association Executive may not perform, allow or cause to be performed any act which is unlawful, insufficient to meet commonly accepted business and professional ethics for the "prudent person" test, in violation of funding source requirements or regulatory bodies, or contrary to explicit board constraints on executive authority.

Areas of responsibility delegated to the Association Executive

In the area of human resources, the Association Executive relates both to the board of directors and to the staff, but has ultimate responsibility to the board.

For the board of directors, the Association Executive:

- develops and recommends to the board of directors, specific, written, long- and short-range plans for the development of programs and services.
- maintains appropriate relations with the board and board committees, and keeps them informed.
- interprets trends in the fields of service and recommends changes to the board.
- assists with orientation and training programs for the board.

For the staff, the Association Executive:

- supervises and directs staff in the performance of their duties.

- evaluates the performance of staff members.
- provides overall control of and direction for personnel, including active participation in or approval of personnel actions.
 - manages volunteer activities.

In the area of planning, the Association Executive:

- evaluates services in relation to goals and standards, and recommends modifications.
- recommends new programs to the board.
- works with the board to establish a long-range plan for the organization.

In the area of finance, the Association Executive:

- prepares budgets and is accountable for control of these resources once approved.
- directs all financial operations.

In the area of constituent relations, the Association Executive manages all activities.

In the area of public relations, the Association Executive interprets the function of the organization to the community through direct involvement and through public relations programs, including personal contact, descriptive program literature, and the media.

In the area of interagency relations, the Association Executive:

- maintains appropriate relations with other professional and service groups.
- maintains appropriate relations with federal, state, and local government units.
- maintains appropriate relations with other agencies in similar fields of service.

In the area of organizational operations, the Association Executive:

- recommends policies to the board and/or assists the board in the formulation of policies.
- ensures implementation of the policies adopted by the board.
- has chief administrative responsibility for maintenance of facilities.
- carries chief administrative responsibility to ensure that legal obligations are met.

Executive Communication/Counsel to the Board

The Association Executive will provide information and counsel to the board.

- Make the board aware of special events, relevant trends, material external and internal changes and the assumptions upon which any board policy has previously been established.
- Submit required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.
- Marshal as many staff and external points of view, and options as needed to make good recommendations to the board for informed board action.
- Present information in a form that is understandable and of reasonable length.