SANTOS MANUEL STUDENT UNION
CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

<u>BOARD & STAFF RESPONSIBILITIES</u>

The following outlines the roles and responsibilities of the Board, the Executive Director and the Staff of the SMSU.

The Board is responsible for the functions of the agency (policies, community relations, oversight). The Executive Director is hired to provide administrative and program expertise in order to implement the policies of the Board.

The most effective Boards are ones that have a well-balanced working relationship with the Executive Director and Staff. In order to approve polices that have a lasting impact on students and the university community, it is important to combine the expertise of the SMSU Staff along with the knowledge, perspective and energy of the Board.

ACTIVITY	RESPONSIBILITY

PLANNING:

Direct the process of planning	Executive Director/ Staff
Provide input on long range planning goals	Joint
Approve long range planning goals	Board
Develop objectives for annual goals *With input from the Board*	Staff*
Formulate annual goals and objectives *With input from Staff*	Board*
Approve annual BOD goals and objectives	Board
Prepare performance reports on achievement of goals and objectives	Staff
Monitor achievement of goals and objectives	Joint
Approve policy changes and additions	Board

BUDGET:

Prepare preliminary budget	Staff
Finalize and approve budget	Board
Ensure that expenditures are within budget during the year	Executive Director & Staff
Solicit contributions in fundraising campaigns (student referenda/donor solicitation)	Joint
Organize fundraising campaigns	Joint

Approve expenditures outside the authorized budget *Board approves on a quarterly or as-needed basis.*	Board*
Ensure annual audit of organization accounts *Board ensures; Staff directs*	Joint*
Increase SMSU student fee (campus-wide referenda/alternative consultation) *Campus President approves*	Joint*
Decide which bank to use for the SMSU checking account	Staff
Select/Approve the firm to audit the SMSU finances *With Staff & Audit Committee input*	Board*
Decide which services to increase or cut back within the budget *As long as it is within the overall bottom line*	Executive Director & Staff*
Approve fiscal procedures within policy parameters	Executive Director
Recommend changes to fiscal policy	Executive Director & Staff
Approve changes to fiscal policies	Board

PROGRAMMING/SERVICES:

Assess stakeholders (customers, community) needs	Joint
Oversee evaluation of products, services and programs	Joint
Maintain program records; prepare program reports	Staff
Review program records and reports	Board
Enter into or cancel a vendor contract	Executive Director
Propose/develop and process bids within budget & policy parameters	Staff
Approve bids within budget & policy parameters	Executive Director
Propose/develop and process bids outside of budget & policy parameters	Board

PERSONNEL:

Employ Chief Executive *Board makes a recommendation; the Vice President of Student Affairs and the President of the University make the final approval*	Board*
Direct work of staff	Executive Director & Staff
Hire and discharge staff members	Executive Director
Decision to add staff positions *Temporary & Vacant Positions by Executive Director New positions by Board*	Executive Director/Board*
Settle discord or performance issues amongst staff *If a Board member observes a staff member not performing their duties they should contact the Executive Director. It is not consistent with employment law for Board members to*	Executive Director & Staff*

reprimand/correct an employee.	
Set salary for new staff *Within the parameters of Board-approved salary range and budget*	Executive Director*
Review and approve personnel policies	Board
Implement personnel policies	Executive Director & Staff
Revise/Reorganize employee job descriptions	Executive Director & Staff
Change the personnel evaluation form	Executive Director & Staff

COMMUNITY/CAMPUS RELATIONS:

Enhance the SMSU's public image	Joint
Write news stories	Staff
Provide cooperative linkages with other organizations	Joint

BOARD COMMITTEES:

Recruit and Appoint Committee members *Recruit with Staff assistance.* *Board Chair proposes members & makes initial assignments.* *Board approves Committee members quarterly.*	Board*
Appoint Committee Chairs *Board approves recommendation*	Chair of the Board/ Board*
Call Committee Chair to urge him/her into action	Board/Chair
Promote attendance at Board/Committee meetings	Chair of the Board/ Board*
Recruit new Board members *Staff initiates support pieces/ Board provides follow-through & staffing of recruitment efforts*	Board/Staff*
Encourage Board and Committee membership	Joint
Plan Agenda for Board and Committee meetings	Joint
Take minutes at Board and Committee meetings	Staff
Plan and propose Committee organization/reorganize. *Board must approve Standing Committee guidelines via Bylaws and Ad-Hoc Committees & guidelines via BOD action items.*	Joint/Board*
Prepare exhibits, materials, and proposals for Board and Committees	Joint
Sign legal documents	Executive Director
Draft changes to the Bylaws	Joint
Approve changes to the Bylaws	Board
Follow-up to ensure implementation of Board and Committee	Executive Director

decisions	& Staff
Settle issues between Committees	Board
Train volunteer leaders	Joint
Provide continuity for the organization	Joint

*Please see notation related to the responsible entity
Based upon procedures from CSU Northridge USU 2008