

The role of the board. The board is a deliberative body, setting **broad policy** and engaging in both strategic and long-range planning. The board is not a forum for operational management.

A crucial element to a successful board is mutual trust and respect. Board discussion can become intense at times, but no member should ever speak or act in a way that shows disrespect for another member of the board.

As a member of the board, you are a vital link in the flow of information between WHO and its members. Your participation in your region meetings is vital to gathering information and feedback from the members and to providing reports of board actions and WHO events.

As a board member, the best tool you have to accomplish WHO goals is the WHO staff. Supporting staff, then, is a crucial role. Ensuring that the staff has the necessary resources, morale and leadership is vital to WHO's success.

As a member of the board, you are vital to the fiscal strength of WHO. Beyond mere budgeting, WHO board members set the example and provide leadership in encouraging WHO members to attend WHO events and take advantage of WHO services, as well as recruiting new WHO members from among the nonmember agencies, seeking out donations and grants, and guiding vendor companies toward exhibiting and sponsoring WHO events and joining WHO as associate members.

As a member of the board, you are encouraged to suggest agenda items for the board meetings.

As a member of the board, you have a "fiduciary duty" to the organization. While some may misinterpret this to center on line-item analysis of the budget, it is actually much larger than that. A full discussion of fiduciary duty can be found elsewhere in this board manual.