

# **Annapolis Junior Rowing Association Board of Directors Guidebook**

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# 1. AJR's Mission

*AJR's mission is to use the sport of rowing as a vehicle*

- to teach responsibility, self-discipline, sportsmanship and teamwork
- build self-esteem
- encourage physical fitness
- pursue excellence in area youth

*AJR serves both competitive rowers as well as those wanting to learn the sport for recreational purposes by providing opportunities to foster amateur rowing including*

- teaching rowing skills
- providing coaching and equipment
- participating in local, national, and international youth rowing competitions

AJR is a tax-exempt section 501(c)(3) corporation organized under the laws of Maryland and is affiliated with United States Rowing Association (“USRowing”). It is a volunteer, parent-run organization governed by a Board of Directors consisting of parents and other community leaders.

## **2. Overall Responsibilities of the Board**

- Advisory and Oversight.

Advisory - consult with coaches and staff regarding strategic and operational direction of AJR;

Oversight - monitor AJR performance and require adjustments as needed. The Board is accountable to its members.

2a. The Board is expected to be independent - it acts solely in the interest of AJR, it is free from conflicts that compromise judgement and is able to take positions in opposition to staff.

2b. Overall duties - 1) “duty of care” - requires that directors make decisions with due deliberation; 2) “duty of loyalty” - requires that directors act in the interest of AJR; 3) “duty of candor” - requires that the Board inform members of all information that is important to their evaluation of AJR.

2c. Each member of the Board is expected to know the by-laws and operate in compliance with them.

2d. Each member of the Board will certify by verbal affirmation each year at the beginning of the fall season that is recorded in the minutes that he/she is free from any conflicts of interest regarding the fiduciary responsibility of the Board. If there is a conflict of interest, the respective Director will abstain from any votes/discussion regarding that conflict.

2e. Board members also play very significant roles by contributing to the organization's culture, strategic focus, effectiveness, and financial sustainability, as well as serving as ambassadors and advocates.

2f. The AJR Board will have, at minimum, a President, Secretary, Treasurer. The other members are designated as At-Large Directors. The positions of Vice President and Past President are recommended (meaning the outgoing President stays on a minimum of one year term as an At-Large Director.). Each Director serves a minimum two year term. Individuals can be nominated for additional two year terms as warranted and agreed. Only officers and at-large directors have voting rights for Board decisions. Only one member per family shall be eligible to serve on the Board.

### **3. Specific Responsibilities of the Board**

#### **1. Hiring and/or appointment/approval of staff**

a. The Board hires the Head Coach and conducts an annual evaluation of that individual's performance at the end of the spring season. The Board has final approval of all coaching hires upon recommendation from the Head Coach. The Board also has the authority to remove a coach if deemed appropriate.

b. The Board hires the Team Administrator and conducts an annual evaluation of that individual's performance at the end of

the spring season. The Team Administrator officially reports to the President of the Board though the position works closely with the coaching staff. The Team Administrator duties are documented in the personnel documents.

2. Supporting and reviewing organization and staff performance

a. Annual evaluation for each coach by the Head Coach. A report and documentation from the Head Coach to the Board upon completion is required following the spring season.

3. Ensuring effective organizational planning

a. The President of the Board (or his/her appointee) will schedule a minimum of four meetings per year though normally they are monthly. Board members are expected to make every meeting unless unavoidable scheduling conflicts arise. The annual meeting will occur within thirty days following completion of the spring season.

b. The agenda for each meeting will be sent to the Board and other attendees in advance and, for items requiring significant deliberation, those will be placed at the beginning of the agenda. Ample time for major decisions will be allotted for individual board member research, committee research, or other deliberation prior to a meeting where a decision is to be made.

c. The Secretary of the Board is responsible for keeping official minutes of Board meetings as well as contracts or other documents. The Team Administrator may assist in this as well.

d. The President has the authority to create ad hoc committees as needed. These committees may include non Board members but will be chaired by an individual appointed by the Board for coordination and communication back to the Board.

e. The standing committees (as of this date) include Executive Committee, Safety Committee, Budget Committee and Fundraising Committee.

f. Executive Committee is comprised of the President, Secretary and Treasurer along with the Vice President (if there is one appointed). Duties include planning agenda items and handling urgent matters as they arise.

g. Budget Committee is comprised of the Board Treasurer, Board President and Head Coach.

h. Safety Committee is chaired by a member of the Board and includes the Head Coach, all coaches, team captains and 1V coxswains. Duties are detailed in the AJR Safety Plan and include:

1. Development and annual review of the AJR safety plan, which includes the minimum requirements recommended by US Rowing. This includes minimum number of coaches and launches for the number of boats on the water, safety equipment, emergency planning and training and certifications.

2. Incident reporting. The safety committee will establish an incident reporting system where anyone can report

an incident and that those reports are reviewed and addressed promptly.

3. Monitoring. The safety committee will inspect and ensure the safety plan is being followed, report incidents as needed and provide additional training as needed.

g. Fundraising Committee is chaired by an individual appointed by the Board (preferably a Director). Duties include the annual gala planning and execution along with other fundraising events and goals.

4. Ensuring adequate resources

a. Financial. The AJR by laws require an annual report to the membership and, at minimum, a quarterly report to the board. The Treasurer is responsible for the financial accounting and reports. It is recommended a financial report be provided for each board meeting. A yearly audit is recommended to be conducted.

b. The Board has approved a scaled approval process for expenses. Coaches have a limit of \$500 and the Treasurer/Team Administrator will ensure all coach expenses are reviewed by the Head Coach. The Treasurer will have authority for expenses up to \$5000. The Treasurer can also request a Board vote on those requests. Anything above \$5000 requires Board approval.

c. Equipment. The Head Coach is responsible to present to the Board each year a list of equipment recommendations including costs and vendors. A yearly equipment plan should be

developed as a planning baseline. The Board is responsible for ensuring an adequate contingency fund is in place for non routine requirements.

d. Staff. At minimum, there will be one varsity coach for the men and women teams. AJR will strive to have one Head Coach, one varsity coach and one assistant coach for each team as well as other assistant coaches as needed.

e. Responsibilities for coaching and staff positions are detailed in the contracts and job duty/responsibility documents. Each coach and Team Administrator are required to review and sign the respective documents prior to begin working for AJR.

## 5. Manage resources effectively

a. We believe in the value of effectively managing risk: it informs business decisions; enables a more effective use of precious resources; enhances strategic and business planning; and strengthens contingency planning. The strategic risks the board has identified include: safety; location; child abuse; financial fraud; and adequate funding/participation.

## 6. Serve as a court of appeal if necessary

a. The Head Coach is responsible for handling coaching and staff personnel issues. The Board is responsible for monitoring performance and retains final authority for hiring and removal of coach and staff positions.

## 7. Assess its own performance

a. The AJR Board should take time once per year to assess its performance and implement changes as needed. It is recommended this occur in the April time frame in order to include any items as necessary in the annual report to the membership.