

High Hopes Therapeutic Riding, Inc.  
Board Operations Policies and Procedures

Approved September 21, 2016

The Board of Trustees is responsible for the governance of High Hopes Therapeutic Riding, Inc. The Board shall focus on strategic direction and governance through the development of a long term vision and Strategic Plan. The staff are responsible for the day to day management and operations of the organization. Clearly defined roles and responsibilities will distinguish between the two by defining scope of authority and limitations.

1. The Board recognizes itself as a collective and understands that it only has authority as a group and meets periodically either in person or virtually to discuss strategic information and to make strategic decisions which will assure the legal, financial and moral health of High Hopes. The Strategic Plan is a tool to support this process.
  - a) The Board is accountable to the general public as well as High Hopes Therapeutic Riding, Inc. and specific constituencies, for competent, conscientious, and effective accomplishment of its obligations as a collective. The Board has a fiduciary responsibility to ensure a healthy financial state of High Hopes. The Board shall allow no officer, individual or committee to intervene in this authority or accountability.
  - b) The individual Trustees understand their role within the collective and fulfill their specific performance expectations as outlined in relevant policies, and agreed to prior to nomination.
2. The Board governs High Hopes Therapeutic Riding, Inc. through its dialogue, decision-making and policies. Policies shall articulate values and define scopes of authority and limitations as identified through the established organizational mission, vision, values and desired results / outcomes.
- 3.. The Board and its committees shall be adequately and currently informed – through reports and other methods – of the health and effectiveness of High Hopes Therapeutic Riding, Inc. and its operations.
4. The Board shall assure that all activities and decisions adhere to the values, mission, policies, and laws and regulations pertaining to the agency.
7. The Board shall establish its own guidelines, boundaries and policies so that it governs ethically and prudently, focused on its own excellence and that of High Hopes.
  - a) The Board shall hold itself accountable for quality performance by establishing group governance standards, comparing performance to standards, making changes as necessary; and monitoring its own policies and performances regularly through periodic review.
  - b) The Board shall hold its individual members accountable for quality performance by articulating acceptable and unacceptable behaviors, establishing performance expectations, comparing behavior and performance to established standards, providing feedback to individuals, thanking and releasing as necessary to assure the integrity of the Board.

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8. Meetings of the Board

Agenda:

The Board shall determine its own agenda. The Board assigns the responsibility of agenda development to the Board Chair and Chief Executive Officer. Any Board member, with a majority agreeing, can add or delete business from the agenda. Material related to the agenda shall be provided to the Board members with adequate time for preparation prior to the meeting. In special circumstances, items may be brought before the Board with little or no advance notice. In keeping with the Board's authority, the Board shall determine whether or not to address this and any other item. The Board shall use its time only to address those issues that fall within its scope of authority.

Executive Session:

Board meetings shall be open to the public except when Executive Session is officially announced by the Board Chair. The Board Chair and the Board itself may convene an Executive Sessions. A Trustee may also request an Executive Session by contacting the Board Chair in advance, and specifying the reason for such a session. The Board may include no one else or anyone else it chooses in an Executive Session.

10. Orientation

a) Annually, shortly after the election of officers and welcoming of new Trustees, the Governance Committee of High Hopes Therapeutic Riding, Inc. shall ensure that a Trustee orientation is conducted. All new Trustees shall participate. Current Trustees may be invited to attend as well. All High Hopes Trustees are encouraged to attend the General Orientation session provided for all High Hopes volunteers prior to serving on the Board.

b) The Trustee orientation shall present basic information about High Hopes its values, mission, operations, financing and governance.

c) As appropriate, High Hopes shall provide mentoring opportunities to support new Trustees.

11. Governance appraisal

a) High Hopes shall adopt such standards and policies as necessary to assure the high quality performance and integrity of the Board of Trustees.

b) In accordance with policies and procedures, the High Hopes Board and Executive Director shall appraise the performance of the Board and its committees, on a regular basis.

c) In accordance with policies and procedures, the performance of the individual as a Trustee shall be appraised annually.

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Roles and Responsibilities of Trustees and Staff

Duties of Officers:

**The Board Chair** shall be the presiding officer of the Board partnering with the Executive Director in achieving the organization's mission. The Board Chair ensures the effective action of the Board in governing and supporting the organization, and oversees Board affairs acting as the representative of the Board as a whole rather than as an individual.

- Accountable to the Board of Trustees.
- Chair the Board of Trustees and the Executive Committee; shall be ex officio and voting member of all committees, except the Governance Committee; and shall preside at all meetings of the Board, the Executive Committee, and the general membership.
- Committees. The Board Chair shall provide recommendation for all chairs of standing committees except Finance (Treasurer) and Development (Vice Chair Development), to the full Board for approval. The Board Chair sets strategic goals with each Chair to ensure that the work of the committee contributes to the long-term organizational need and vision.
- Provides a leadership role in development and fundraising.
- Establishes search and selection committee for hiring an ED. The Board Chair ensures that an annual performance evaluation is conducted for the ED.
- Ensures that the organization maintains positive and productive relationships with media, funders, donors, and other organizations.

**Vice Chair.** The Vice Chair acts as the Board Chair in his or her absence; assists the Board Chair by performing duties that may be assigned by the Board or the Board chair.

**Vice Chair of Development.** The Vice Chair of Development must lead and manage the Development Committee in partnership with the Development staff.

- Assists in development of and ensure progress in annual fundraising plan
- Ensures that the strategies being implemented are the correct ones for High Hopes
- Works with other committee members to make sure their work is completed
- Takes a leadership role in cultivation, stewardship and solicitation of gifts,
- Facilitates committee meetings and informally tracks progress of the committee.
- Serves as an interface between the committee and the Board
- Communicates with committee members as needed

**Secretary.** The Secretary shall keep the Minutes of all meetings of the Board of Trustees and the Executive Committee and shall have charge of the books and papers as the Board of Trustees may direct; and shall, in general, perform all the duties incident to the office of Secretary.

**Treasurer.** The Treasurer manages the Board's review of, and action related to, the Board's financial responsibilities and may work directly with staff in developing and implementing financial procedures and systems. The Treasurer ensures that appropriate financial reports are made available to the Board regularly reporting to the Board on key financial events, trends, concerns and assessment of financial health. The Treasurer chairs the Finance Committee and through the Finance and Investment Committee ensures sound management and maximization of cash and investments.

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**Executive Director.** The Executive Director serves as chief executive officer for the corporation, providing management and operational leadership for the corporation, and advice and guidance for the Board of Directors, including assisting in the governance process. The Executive Director is a respected voice within the Board, operating as a peer to Board members and considered an ex officio member of the Board. The Executive Director manages and directs all activities of the corporation within the limits and direction established by the Board of Trustees. The Executive Director has the power to hire and discharge employees and other service providers.

## COMMITTEES

### General information

The Board Chair shall recommend the chairs of the standing committees, (except the Development and Finance Committees, who are officers), and such recommendation shall be presented by the Committee on Trustees for Board approval. Each Standing Committee Chairperson shall be a member of the BOT. Each committee Chair shall choose the remaining members of their committee. Except as noted, all standing committees shall consist of three or more persons, at least two of whom shall be members of the BOT and shall include a staff representative. Members are appointed for renewable one year terms. The Chair for each committee will provide the Executive Director with updated lists with contact information annually. Chairs will be responsible for ensuring that minutes are taken at each meeting and that reports are provided to the Board Chair and Executive Director. Chairs will ensure that the work of the committee is aligned with the mission and strategic initiatives of High Hopes and will present a list of annual goals for review.

### General Guidelines:

Committee chairs will submit to the Board an annual plan of objectives at the start of each twelve-month term, which is aligned with the Strategic Plan Initiatives.

- Committees will submit a written activity report to the ED prior to each board meeting or as issues arise.
- Committees should be kept as small as feasible for operating efficiency.
- The ED and Board Chair will be notified of all committee meetings.
- The ED and Board Chair will be notified of intentions to add members to a committee before appointment is made.
- Committees serve 12-month terms. At the end of each 12-month term membership of the committee will be reviewed and correspondence to committee members thanking for their service, inviting them to continue to serve if appropriate.

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**STANDING COMMITTEES**

**Executive Committee:** The Executive Committee shall meet between Board meetings to review the operation of the corporation at the request of the Board Chair as needed. The EC may act on the Board's behalf on routine business; however, major policy matters must be referred to the full Board.

**Members:** Officers of the corporation – Chair; Treasurer, Secretary, Vice Chair; Vice Chair for Development; In addition, the Chair may appoint two additional Trustees “at large”. These appointments must be approved by a majority of the Trustees.

**Terms:** Executive Committee members are officers and elected annually at the last meeting of the BOT in the Fiscal year. Each officer shall hold office for a term of one year or until a qualified successor shall have been elected, or until death, resignation or removal.

**Meetings:** The EC shall meet if needed between Board meetings.

**Governance Committee** - The purpose of the Governance Committee is to evaluate and recommend Trustees and officer candidates selected for individual skills and abilities that best contribute to the effectiveness and reach of the Board as a whole. The committee shall also make nominations for Trustees and Officers to fill vacancies as they may occur between Annual Meetings. The Committee on Trustees is responsible for defining roles, responsibilities and expectations of the Board and its members, for designing and implementing policies and procedures for identifying and cultivating prospective Board members, for engaging the Board in the recruitment process, for ensuring effective orientation of new Trustees and for assisting in periodic Trustee and Board assessment.

**Members:** No more than 7 members, at least three of whom are Trustees

**Terms:** One year renewable

**Meetings:** Generally six meetings annually or as needed

**Development Committee** – The purpose of the Development Committee is to work with staff and assist the Board in ensuring adequate resources for High Hopes. The committee takes a leadership role in various facets of fundraising, from the development and implementation of the annual Fund Development plan to cultivation and solicitation of major gift prospects in order to meet the financial responsibilities of the corporation as determined by the Board. The Development Committee works with the Board in organizing fundraising activities.

**Members:** The Vice Chair for Development shall serve as the Chair of the Development Committee. Members will include representatives from the Finance Committee and individuals responsible for managing major donor and outreach activities.

**Terms:** One year renewable

**Meetings:** Bimonthly; **Sub Committees – Outreach, Event**

**Finance Committee** – The FC shall ensure that the corporation is in good financial health, its assets, including endowment funds, are protected and its resources are used appropriately. The FC shall ensure that accurate and complete financial statements are prepared and presented to the Trustees. The FC shall oversee budgeting and shall anticipate financial problems and shall safeguard the corporation's assets. The FC shall ensure that the corporation complies with federal, state and other reporting requirements and shall help the Trustees understand the corporation's finances.

**Members:** The Treasurer shall serve as the Chair of the Finance Committee

**Terms:** One year renewable

**Meetings:** Quarterly with additional meetings during the third quarter if needed for budget preparation.

**Sub Committees – Investment and Audit**

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**Human Resource Advisory Committee (HRAC)** – The purpose of the HRAC is to serve as an advisory body on personnel matters. The HRAC is responsible for designing and implementing a 5-year Personnel Plan that details strategies for the development and support of High Hopes’ personnel with the goal of optimizing each employee’s productivity and job satisfaction while meeting or exceeding the organization’s goals today and into the future. The HRAC is responsible for ensuring that policies and procedures are in place providing structure, transparency and legitimacy to all personnel related activities.

**Members:** No more than five members as least three of whom shall be BOT members.

**Terms:** One year renewable

**Meetings:** As needed; prior to budget planning process

**OTHER COMMITTEES, SUB-COMMITTEES & TASK FORCES**

**Volunteer Auxiliary** – The purpose of the Volunteer Auxiliary shall be to enhance the corporation’s capacity to recruit and retain volunteers.

**Staff Member(s):** Volunteer Manager; Volunteer Coordinator, Program Director

**Members:**

**Terms:** One year renewable

**Meetings:** Bimonthly or as needed

**Building and Ground Committee** – The purpose of the B & G Committee is to serve as the advisory body on any construction projects and to assist staff in accomplishing building and grounds projects.

**Staff Member:** Equine Operations Director

**Members:** 5- members comprised of staff, volunteers and Board

**Terms:** one year renewable

**Meetings:** Quarterly or as needed

Event/Activity Execution Committees:

These committees are created and staffed for the purpose of designing and implementing their specific activities and events.

Concert

Holiday Market

Horse Show Days

Annual Meeting

Audit Committee approves the annual audit.

**Strategic Planning Task Force** - The purpose of the SP Task Force is to assist the organization and its Trustees in developing long-range goals and devising plans whereby they may be achieved.

**Program Committee** - The purpose of the Program Committee is to assist with the evaluation of programs and to provide strategic oversight to program development.

**Staff Member:** Program Director

**Members:** 5 or as needed comprised of staff, volunteers and Trustees

**Terms:** one year renewable

**Meetings:** Quarterly or as needed