

Angels Hockey Board of Directors

Roles, Responsibilities, and Expectations

Board Member Position Description

Members of the Angels Hockey Board of Directors are entrusted with safeguarding the long-term health, integrity, and sustainability of the organization. Board service is a position of stewardship, not authority, over day-to-day operations.

Each Board member serves the organization as a whole, not a particular player, family, coach, team, or level of hockey. Board members are responsible for establishing organizational policy, providing financial oversight, ensuring legal and regulatory compliance, protecting charitable assets, and preserving the mission and culture of Angels Hockey.

Because charitable gaming generates the financial resources that sustain the organization, Board members also assume significant fiduciary responsibility for the lawful oversight of gaming operations and the organization's financial resources.

The Board governs. Staff execute. Coaches coach.

Primary Responsibilities

Organizational Governance

- Preserve and uphold the mission, vision, and values of Angels Hockey.
 - Govern in accordance with the Articles of Incorporation, By-Laws, Board policies, and applicable federal, state, and local laws defined for nonprofit organizations, as well as for organizations holding charitable gaming licenses.
 - <https://attorneygeneral.nd.gov/licensing-and-gaming/gaming/gaming-laws-rules-and-publications/>
 - ND Games of Chance Century Code
 - ND Administrative Rules
 - Angels Control Manual
 - Establish organizational policies that provide clear direction while allowing staff to effectively manage day-to-day operations.
 - Regularly evaluate organizational risks and ensure appropriate controls exist to mitigate those risks.
 - Participate in long-term strategic planning and organizational growth.
 - Make decisions based upon what is in the best interest of the organization as a whole rather than individual interests.
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Financial Oversight

Board members serve as fiduciaries of Angels Hockey and are expected to exercise sound financial judgment and oversight.

Responsibilities include:

- Review and approve annual operating budgets.
 - Monitor organizational financial performance.
 - Review monthly financial reports.
 - Ensure appropriate internal controls exist over organizational assets.
 - Ensure charitable gaming funds are used only for authorized purposes.
 - Review major expenditures and capital investments.
 - Protect organizational assets through responsible oversight.
 - Ensure appropriate financial transparency and accountability.
 - Maintain awareness of the organization's financial position and long-term sustainability.
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Charitable Gaming Oversight

Because charitable gaming provides a substantial portion of the organization's funding, Board members have an obligation to ensure operations remain compliant and financially sound.

Responsibilities include:

- Ensure gaming operations comply with North Dakota Charitable Gaming laws and regulations.
 - Understand and execute processes defined in the organization's Internal Control Manual.
 - Ensure gaming proceeds are spent only on eligible trust uses.
 - Review gaming financial performance and operational reports.
 - Ensure adequate internal controls exist to safeguard gaming assets.
 - Promote a culture of compliance, ethics, accountability, and transparency.
 - Support staff by providing governance and oversight, not day-to-day operational management.
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Organizational Stewardship

Board members are ambassadors for Angels Hockey.

Responsibilities include:

- Represent the organization professionally within the community.
- Promote a positive organizational culture.
- Assist in cultivating relationships with donors, sponsors, community partners, and volunteers.

- Support fundraising and organizational development efforts.
 - Maintain confidentiality regarding Board discussions and sensitive organizational matters.
 - Avoid conflicts of interest and disclose any potential conflicts.
 - Conduct themselves in a manner that reflects positively on Angels Hockey.
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Committee Responsibilities

Each Board member is expected to actively participate beyond monthly Board meetings.

Responsibilities include:

- Serve on at least one standing Board committee.
 - Serve as a Board expert on the laws, rules, compliance expectations, and procedures associated with their committee.
 - Attend committee meetings.
 - Complete committee assignments between meetings.
 - Assist with projects assigned by the Board.
 - Participate in policy development and governance improvements.
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Meeting Attendance Expectations

Board service requires active participation.

Each Board member is expected to:

- Attend all regularly scheduled monthly Board meetings.
 - Review meeting materials between monthly meetings to ensure forward momentum of tasks.
 - Come prepared to participate in informed discussion.
 - Attend assigned committee meetings and participate as required.
 - Notify the Board President when unable to attend.
 - Miss no more than 2 Board meetings annually without Board approval. A third missed meeting results in potential dismissal of Board seat.
 - Acknowledge email correspondence and participate in collaborative discussions to ensure forward momentum.
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Organizational Volunteer Expectations

Board members lead by serving.

Board members are expected to actively volunteer and participate in major Angels Hockey events, including:

- Intro to Hockey Equipment Handout
- Intro to Hockey - First Ice Session
- Ice Breaker Event
- Angels Showcase
- Cheers to Hockey
- Additional fundraising, community, or organizational events as requested.

Board members should be visible, approachable, and willing to assist wherever needed. Service to the organization extends well *beyond* attendance at Board meetings.

Professional Expectations

Every Board member is expected to:

- Demonstrate honesty, integrity, and professionalism.
 - Maintain confidentiality.
 - Respect differing opinions while supporting Board decisions once made.
 - Separate personal interests from organizational interests.
 - Foster collaboration, respect, and trust.
 - Act in good faith at all times.
 - Focus on solutions rather than personal agendas.
 - Lead with humility and a servant mindset.
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What Being an Angels Hockey Board Member Is NOT

A Board seat is **not** a means to influence hockey operations or advocate for individual interests.

Board members shall not:

- Attempt to influence or participate in player evaluations, tryouts, or team selections.
- Influence roster decisions.
- Determine levels of play.
- Direct coaches regarding systems, strategy, or player usage.
- Influence playing time, game time, ice time, or advancement opportunities for any player.
- Circumvent the Executive Director, Hockey Director(s), or coaching staff to direct hockey operations.
- Use their Board position to advocate for their own child, family member, coach, or team.
- Attempt to influence disciplinary decisions involving hockey operations unless specifically acting in an appeal process authorized by Board policy.
- Become involved in routine operational decisions that have been delegated to staff.

- Override established organizational reporting structures.
- Use confidential information for personal benefit.
- Leverage Board relationships or authority to obtain preferential treatment.
- Serve only to advance personal interests, hockey opinions, or individual agendas.

Board members are elected to govern the organization, not to influence hockey operations.

The Board establishes organizational direction, policy, fiscal oversight, and accountability. The Executive Director, Hockey Director(s), and organizational staff are responsible for executing that direction and managing the day-to-day operations of Angels Hockey.

The most effective Board members are those who ensure the organization is healthy, financially sound, legally compliant, and positioned for long-term success. Their legacy is not measured by hockey decisions they influenced, but by the strength, stability, and integrity of the organization they leave behind.

Board Member Name (Printed): _____

Board Member Signature: _____ Date: _____

Board President Signature: _____ Date: _____

Executive Director Signature: _____ Date: _____