

WHAT DOES A BOARD DO?

1. Establish mission and purpose.
2. Ensure adequate financial resources.
3. Develop the budget. Provide fundraising to meet income goals.
4. Select the executive director.
5. Support and evaluate the executive director.
6. Set policies and ensure effective planning.
7. Monitor and strengthen programs and services.
8. Protect assets and provide proper financial oversight. Review the Treasurers Report at each meeting
9. Build a competent board.
10. Ensure legal and ethical integrity.

LEGAL RESPONSIBILITIES

Duty of care: Board members are expected to actively participate in organizational planning and decision-making and to make sound and informed judgments.

Duty of fiduciary oversight: Actively monitor and discuss budget and financial reports with the Treasurer at each board meeting. Insure the organization has the financial resources to meet goals.

Duty of loyalty: When acting on behalf of the organization, board members must put the interests of the nonprofit before any personal or professional concerns and avoid potential conflicts of interest.

Duty of obedience:

Board members must ensure that the organization complies with all applicable federal, state, and local laws and regulations, and that it remains committed to its established mission.

IN-DEPTH OVERVIEW

Setting the policy for the organization.

Creating or updating the mission and vision statements.

Determining priorities and goals for the organization's programs and services each year

Developing Resources for the organization:

Developing and approving the annual budget

Fundraising, by directly donating to the non-profit and soliciting donations from others. Outreach to Circle of Influence.

Raising sufficient funds for the organization.

Maintaining giving policy for the board

Selling memberships

Selling tickets to events and programs

Maintaining a Strong and Active Board

Evaluating board members on an annual basis

Keeping the board vibrant and active by recruiting and vetting new board members

Moving inactive members to an advisory role

Participate

Attending Meetings

Chairing Committees

Participating in programs and events

Sharing time and skills

Monitoring the organization's operations:

Soliciting and reviewing programs.

Providing support to the executive. Evaluate the executive.

Serving as a public figure for the organization

Advocating for the organization.

Doing outreach with your clients, colleagues and with other organizations on behalf of the group.

Meeting with Government and candidates

Fulfilling other board responsibilities

Documenting policies and decisions to create an organizational memory.

Preparing for and attending board meetings.

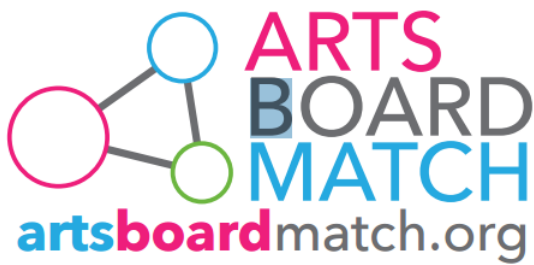
Researching and discussing issues before decisions are made.

MANGAING VS GOVERNING

Though the board's role is often described as "managing the affairs of the organization," there is a fundamental problem with this description. Even if board members wanted to handle the endless, ongoing tasks of running the organization, how could a group of part-time volunteers squeeze these duties into their schedules? Managing a nonprofit organization is a full-time job -- not a chore that can be accomplished in the spare time of volunteer board members. Thus, instead of doing the "managing" itself, the board is responsible for ensuring excellent, or at least adequate, management of the organization. Therefore, the most important decision a board makes is the selection of the organization's top executive (might be called the Executive Director, President or CEO.)

INFORMAL (HELPING) RESPONSIBILITIES

Every nonprofit organization needs the help of its board in areas such as planning, fund-raising, and community relations. Although these activities must be managed, the top executive and the organization will be less effective without the active involvement of the board. Unlike the formal responsibilities, which are basically similar in all organizations, the helping responsibilities will vary depending on the needs of the organization. In general, these responsibilities consist of tasks board members can help the staff with in order to strengthen the organization. For example, the board can help the top executive develop a business plan and a fund-raising plan. The key concept here is a partnership in areas managed by the top executive. The board's aim should be to help the staff--not replace, command, undermine, or represent it. Helping responsibilities, are those which the board must typically delegate to the staff if they want them to be performed effectively. These activities need to be managed by the top executive, but, in many instances, the organization will implement these areas more effectively if it receives help from board members. Clearly, board and staff are partners in much of their work, and will serve the organization best if a "team" attitude can be cultivated from the start.



Questions Prospective Arts Board Members Should Ask

Questions

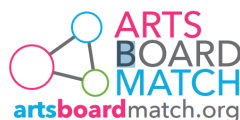
- Tell me about your programs, performances and events?
- Who attends your programs, performances and events?
- Tell me about outreach activities of the organization?
- What are the ways that you think I can contribute as a board member?
- What is the time commitment of board members?
- How much of my time will be required for meetings and special events?
- What is the board's role in fundraising?
- Will I be expected to make a specific annual financial contribution?
- Who is currently on the board?
- How often does the board meet?
- Is the financial condition of the organization sound?
- Does the board discuss and approve the annual budget?
- How often do board members receive financial reports?
- What orientation will I receive to the organization and to the responsibilities of board service?
- Does the organization provide opportunities for board development and education?
- Does the organization have directors and officers liability coverage?

Background Materials

Selected background information can provide a useful overview of the organization, the board's work, and the responsibilities of board members. Helpful material you might request at the getting to know you meeting:

- Promotional materials from recent performances and events
- The organization's newsletter, brochure, or other publications
- Newspaper or magazine articles about the organization, reviews
- Minutes from recent board meetings
- IRS form 990 for past few years
- Current budget
- List of current board members with contact information
- A description of board members' responsibilities

TIP: Visit the organizations website to learn more



BOARD SELF-ASSESSMENT SURVEY

How confident are you that as an effective governing body, the board: **SCALE 1 = Not At All Confident, and 5 - Very Confident.**

1. Monitors and evaluates the health of the organization?
2. Ensures the organization is serving its primary mission and vision statement well?
3. Monitors financial performance and projections on a regular basis?
4. Has a strategic vision for the organization?
5. Has adopted an income strategy (that combines contributions, earned income and other revenue) to ensure adequate resources?
6. Has a clear policy on the responsibilities of board members in fundraising?
7. Currently contains an appropriate range of expertise and diversity to make it an effective governing body?

How confident are you that most or all board members: **SCALE 1 = Not At All Confident, and 5 - Very Confident.**

1. Understand the mission and purpose of the organization?
2. Are adequately knowledgeable about the organization's programs?
3. Act as ambassadors to the community on behalf of the organization and its constituencies?
4. Follow through on commitments they have made as board members?
5. Understand the respective roles of the board and staff?
6. Are appropriately involved in board activities?

Please comment:

Why did you join the board?

What are the top two strengths of the organization.?

What are the top two weaknesses of the organization?

What are the top two strengths of the board?

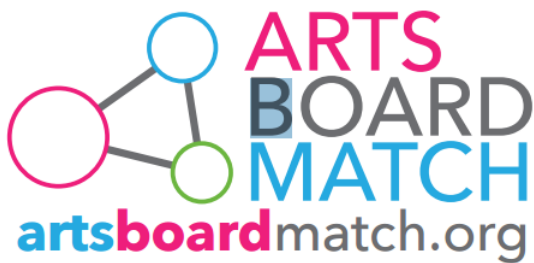
What are the top two weaknesses of the board?

What can the organization do to make your board participation more meaningful and satisfying to you?

What suggestions/questions do you have for the board chair or the director about the board, your own role, or any other aspect of the organization?

Other Comments/Suggestions:

RETURN BY EMAIL TO laura@artsbizmiami.org PUT CV BOARD RETREAT IN SUBJECT LINE



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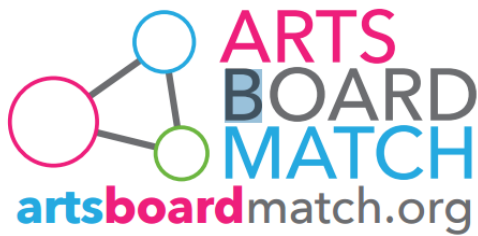
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BOARD JOB DESCRIPTIONS

Legally in Florida a non-profit board is required to have a Board Chair, Treasurer and Secretary.

BOARD CHAIR

1. Serves as lead person for the organization
2. Serves as the Chief Volunteer of the organization
3. Is a partner with the Chief Executive in achieving the organization's mission
4. Provides leadership to the Board of Directors, who sets policy and to whom the Chief Executive is accountable.
5. Chairs meetings of the Board after developing the agenda with the Chief Executive.
6. Encourages Board's role in strategic planning
7. Appoints the chairpersons of committees, in consultation with other Board members.
8. Serves *ex officio* as a member of committees and attends their meetings when invited.
9. Discusses issues confronting the organization with the Chief Executive.
10. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
11. Reviews with the Chief Executive any issues of concern to the Board.
12. Monitors financial planning and financial reports.
13. Plays a leading role in fundraising activities
14. Works with Chief Executive to evaluate the effectiveness of the Board members.
15. Evaluates annually the performance of the organization in achieving its mission.

TREASURER

1. Is a member of the Board
 2. Manages finances of the organization—regularly reconciles bank statements with financial records or oversees regular Independent overview of financial records
 3. Administers fiscal matters of the organization
 4. Working with staff and if appropriate Financial Development Committee provides annual budget to the board for members' approval
 5. Ensures development and board review of financial policies and procedures
 6. Provides financial report at each board meeting
- Note: It is traditional for the Treasurer to be a financial professional but it is not required. Treasurer does not have to be an accountant but could also be a banker, finance manager, book keeper or other. Also note that the Treasurer is not required to do the organizations IRS Form 990. As part of his oversight of financial matters he oversees the 990 completion.

SECRETARY

1. Is a member of the Board
2. Maintains records of the board and ensures effective management of organization's records
3. Manages minutes of board meetings
4. Ensures minutes are distributed to members shortly after each meeting
5. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings

BOARD MEMBER

1. Regularly attends board meetings and important related meetings.
2. Makes serious commitment to participate actively in committee work.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the committee's annual evaluation and planning efforts.
7. Participates in fund raising for the organization



STAFF BOARD ROLES

The board sets policy and ensures the group has the resources it needs to function. This includes reviewing and approving the annual budget, setting realistic fundraising goals, giving and getting donations and assets for group to reach income goals. Part of policy development includes setting goals around the mission of the organization. Working boards also include participating in committees to help the group reach its goals and successfully implement programs.

Staff designs and implements programs based on the mission of the organization. Staff writes grants, develops sponsorship and donor opportunities, designs earned income opportunities and runs the day to day work of the organization.

Open communication between both groups is essential. The CEO or Executive Director is the liaison and participates in board meetings as a resource for information and updates on programs and activities. The Director hires all other staff and they report to the Director.

Board and staff have the same goal. To accomplish the mission of the organization. Good board staff relationships are built on a desire to work together on mutually agreed upon goals.

Staff functions:

- Administration
- Program planning, development and evaluation
- Daily program implementation
- Professional and artistic expertise
- Fundraising
- Grants management
- Earned Income programs and events
- Marketing
- Outreach and meetings with key stakeholders and groups

Board functions:

- Organizational goals
- Budget and fiscal accountability
- Fundraising strategy and implementation
- Advocacy on behalf of the organization
- Agency policy
- Ethics and transparency
- Hiring of Director and performance review
- Continuity of leadership and membership on the board
- Assessment of board member performance