

STRONG PARKS, STRONG COMMUNITIES

Tool 10B: Board Member Job Description

Overview

Passion. Energy. Commitment. These are the values we seek in board members. Like legs on a stool, all three are needed to achieve the mission of the Philanthropic Partner. The board of directors has the fundamental responsibility to both protect and advance the health of the organization through the following responsibilities:

- **Fiduciary responsibilities** – Setting policy for the operation of the organization and its business. Providing overall fiscal oversight, risk management, executive limitations, and revenue development. The board manages one employee: the executive director.
- **Strategic responsibilities** – Defining vision, mission, and intended outcomes; overseeing implementation of the mission; and measuring impact.
- **Generative responsibilities** – Defining the identity, culture, and core values of the organization. Tending to organizational resilience and evolution, including a strong focus on sustainable leadership.

A commitment to protecting and advancing the mission of a National Park is a prerequisite for serving on the philanthropic partner's board. We actively recruit leaders with diverse talents and deep community connections who expect to contribute in a meaningful way to the work of a cohesive and effective governing body, and who can bring resources to support the park and our own operations. We understand that board members may not have all the skill sets identified in this position description, however they can bring great value in specific areas and as such are important to the sustainability of the Philanthropic Partner.

Expectations

Board service is about providing leadership, cultivating relationships, and leveraging resources to benefit the National Park.

- **Leadership.** We seek board members who are prepared to step up and contribute enthusiastically in critical leadership roles throughout the organization.
- **Relationships.** We seek board members with a passion for the park, good relations with local, regional and state policymakers, and a willingness to connect the organization to their personal and professional networks.
- **Resources.** We seek board members with their own financial resources to invest in support of the Friends partnership to the park's mission. We need members with time capacity to actively engage and lead the organization, in some cases with deep commitments of time. We need members with financial capacity or interest to support our revenue development efforts.

Requirements for Board Service

Board members are expected to have the following:

- A demonstrated interest in the National Park you plan to support and to national parks generally, and / or the mission of the National Park Service
- Specific experience and/or knowledge in at least one of the following areas: marketing and public relations, communications, financial management, organizational leadership, business, revenue development, and advocacy.
- The ability to guide the organization strategically.
- A willingness to expand one's knowledge and effectiveness through orientation and training.

Responsibilities

Board members are expected to do the following:

- Represent the organization in a positive and professional manner at all times and in all places. Represent and connect the organization to the community, build strategic relationships, and actively encourage support for the organization and its mission of supporting the National Park.
- Attend and participate in all meetings of the Board. This includes reading material provided in advance to support discussion, arriving at meetings on time and prepared to contribute to the discussion.
- Demonstrate knowledge of the organization and personal commitment to its goals.
- Serve on at least one standing committee and attend all meetings of that committee. Accept assignments on special committees or task forces at the request of the chair. Ad hoc committees offer additional opportunities for involvement. See Committee Structure, below.
- Avoid any real or perceived conflicts of interest between the position of board member and personal and professional interests. When a conflict of interests exists, abide by the organization's conflict of policy.
- Support in a positive manner all actions taken by the board of directors; agree to disagree at the board meeting, but in public present a united front.
- Set policy for the philanthropic partner and refrain from managing the organization.
- Select, supervise, and support the Executive Director to lead and manage operations.
- Advocate for the stewardship of the park's resources.
- Communicate with the organization's members, fellow board members, and park staff in an open and honest manner and foster an atmosphere of mutual confidence and respect.

Committee Structure

The board needs contributed talent and connections in the areas of public relations and marketing, financial management, organizational leadership, fund development, and advocacy. The committees direct board activity into those key areas:

- Executive
- Finance
- Board Development/Governance
- Fund Development
- Public Relations
- Human Resources

Time Commitment

Board service varies from month-to-month and quarter-to-quarter, and some board members will commit more time than others. Usually not to exceed, Executive Committee members can expect to invest:

- 12 hours Board meetings/prep (four times per year, including one annual retreat)
- 3-4 hours Committee meetings/prep (four times per year plus 2-4 hours monthly)
- 1-4 hours Special requests (four times per year)
- 2-4 hours Community outreach, engagement (monthly)
- 3-4 hours Executive Committee meetings (four times per year)

Usually not to exceed, board members can expect to invest:

- 12 hours Board meetings/prep (four times per year, including one annual retreat)
- 3-4 hours Committee meetings/prep (four times per year plus 2-4 hours monthly)
- 1-4 hours Special requests (four times per year)
- 2-4 hours Community outreach, engagement (monthly)