



FUNCTIONS AND RESPONSIBILITIES OF THE AFP BOARD OF DIRECTORS

(Board Approved - October 2013)

The function of the board of directors is to be the primary force that moves the organization to realize its opportunities for service and fulfillment of its obligations to its constituencies. It exists as a group; members act on behalf of the whole. All board members, whether district or at-large, are strongly encouraged to engage actively in their communities, be those both professional and local, representing AFP and the highest standards of our profession.

Responsibilities as a group are to:

1. establish, revise as necessary and monitor organizational adherence to mission, vision and values, and provide clarification;
2. approve and evaluate long-range plans and monitor progress;
3. assess the ever-changing environment, evaluate organization relevance and determine responsive strategies;
4. ensure the development and delivery of quality programs;
5. establish and maintain policies;
6. ensure current personnel policies and appropriate classification/compensation ranges;
7. ensure financial resources, stewardship of assets and annual operating budgets with adequate funding to ensure top, quality people;
8. ensure financial solvency;
9. support the AFP Foundation's for Philanthropy by being informed and assured that its work relates to that of the Association;
10. appoint independent auditors, ensure management has appropriate internal controls to avoid conflicts of interest, and ensure financial standards and compliance with board policies;
11. annually review the performance of the board and take steps for improvement;
12. interpret the community/constituency to the organization and vice versa;

13. act as communicators with and about the organization;
14. engage and support the chief staff officer, monitor performance and, if deemed necessary, change;
15. regularly discuss with the chief staff officer matters that are of concern;
16. review the results achieved by management as compared with AFP's mission, vision and values, short- and long-range goals, and the performance of similar organizations;
17. ensure that all board members are oriented to the organization and the current year and provide mentoring;
18. ensure that the board and its committees are knowledgeable--through reports and other methods--of the condition of the organization and its operation; and
19. all board members are to serve on an International Committee and strive to serve as chair of a committee in succession
20. ask the questions that need to be asked.



**AFP BOARD MEMBER
JOB DESCRIPTION**
(Board Approved - October 2013)

1. Demonstrated leadership ability particular to the needs of the Association.
2. No less than two (2) years of service to AFP, philanthropy and the community locally and/or internationally.
3. Relevant Certification
4. Five (5) years of experience and/or employment in the profession/industry that serves philanthropy and/or fundraising
5. Strive to meet the needs of the people you serve.

AFP exists to serve its members. The purpose of every decision is, "How will this decision help us serve members better?"

6. Act with other board members as a group, set policies and goals for the president and CEO to implement and achieve; uphold group decisions.

Board members work together as a team. Board members who take board actions without the approval of the full board can seriously damage the organization.

The president and CEO is responsible for staff management and ensuring that the board's policies and goals are achieved.

7. Ensure that AFP has adequate finances and that money is responsibly spent.

As a "trustee" of AFP's financial resources, you are responsible for seeing that it is well spent.

The Finance Committee works regularly with staff to ensure AFP's funds are spent effectively to deliver the kinds of programs and services the board has authorized. It reports regularly to the board through financial reports and with an annual audit.

8. Serve as an advocate for the organization, its mission and its work.

Board members make decisions that affect the plans and operation of the whole organization.

9. Select the president and CEO, who in turn becomes the board's manager; regularly discuss matters of concern with the president and CEO.
10. Attend board meetings and actively participate, including service on committees and as officers; read information provided and ask questions.
11. Attend at least two board meetings each year, and submit a written request in advance to the chair to be excused from any meeting.
12. AFP will reimburse reasonable and prudent travel costs incurred by board members in the performance of their duties subject to procedures that may be established from time to time. Reimbursement for actual expenses incurred for the purpose of attending an AFP board meeting will not exceed \$1,000 USD per meeting per member for travel within North America and will not exceed \$2,000 USD per meeting per member for travel outside North America.
13. Any member who misses three consecutive board meetings without providing written excuse to the chair in advance of each meeting shall forfeit board membership.
14. Complete a board governance assessment questionnaire annually. Board members will be asked, at the end of each year of service, to assess the performance of the board of directors by utilizing the set of standards in this assessment tool. This evaluation will be used to help the board plan for the next year.
15. Sign a non-disclosure/conflict of interest statement annually.
16. Make an annual charitable contribution to the AFP Foundation's for Philanthropy in support of the organization's work and help fund raise.
17. All board members, whether district or at-large, are strongly encouraged to engage actively in their communities, be those both professional and local, representing AFP and the highest standards of our profession.



**FUNDRAISING RESPONSIBILITIES OF THE
AFP BOARD OF DIRECTORS**
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Each member of the board of directors is expected to make a personal commitment to contribute to and assist, if requested, in raising funds for the AFP Foundation for Philanthropy and AFP Canada Foundation. This commitment consists of:

1. setting an annual goal of funds you will raise through personal contribution and facilitation of others' contributions;
2. working as a group member and assisting the entire board to reach the board goals for fundraising for both the Annual Fund and the major gift initiative;
3. assisting in identifying prospective donors;
4. requesting and facilitating receipt of major gifts to the AFP Foundation's for Philanthropy; and
5. participating actively in board fundraising events