



Board Roles and Responsibilities

Approved August 31, 2020

President

Job Description

Lead the Board and the donor-volunteers who carry out the mission of Many Hands; provide leadership, oversight, and support to ensure that the Board remains mission-focused and follows governance best practices; help to create a culture of strategic and generative thinking that allows the Board to ask questions, seek knowledge, and understand the opportunities, challenges, and threats that affect Many Hands, its donors, and the communities it serves.

Tasks

1. Serve as an ambassador/spokesperson of the organization and advocate for its mission to internal and external stakeholders.
2. Preside over meetings of the Board, Executive Committee, and other committees as necessary to ensure they execute their proper governance and/or operational functions.
3. Ensure that the organization's activities are compliant and in furtherance of its mission; ensure that the Board has approved policies to help ensure sound and compliant governance.
4. Establish long/mid/short term priorities for the Board; set agenda for monthly meetings; solicit input from Board members about possible agenda items; maintain a running list of items to be addressed at certain points during the year; in consultation with the Board, set the agenda for the Board's annual meeting.
5. Field inquiries from Board members, donors, and volunteers and direct them to the appropriate group of decision makers.
6. Oversee onboarding of Board members; consult with Board members on their roles and help them assess their individual performance; assess the performance of the Board as a whole.
7. Provide leadership in Board succession planning including the ongoing recruitment, development, and contributions of Board members; develop plans for leadership succession.

Vice President

Job Description

Support the Board President in her duties as outlined above; provide additional and/or substitute leadership as needed; lead special projects as determined by the Board.

Tasks

Support all tasks as listed above, including the following:

1. As (co-)chair of the Grants Committee, oversee FAC administration, including assignment of FAC chairs.
2. Coordinate Board strategic planning initiatives.
3. Maintain knowledge of and/or contact with regional and national collective giving organizations (Philanos, Impact 100, DMV Collective Giving Network, e.g.).

Treasurer (Assistant Treasurer, if assigned)/Chair, Finance Committee

Job Description

Ensure accurate and complete financial reporting in order to ensure proper stewardship of donors' contributions and to enable grantmaking; develop and enforce strong internal controls and financial management policies; develop and manage annual organizational budget/expenses; provide the Board with financial reports in a timely manner and facilitate understanding of the organization's financial matters; together with Legal Counsel, ensure compliance with federal, state, and other requirements related to the organization's finances; ensure that the organization maintains adequate insurance coverage.

Tasks

1. Manage PO Box, bank, and investment accounts.
2. Deposit checks and record all donations in QuickBooks and DonorPerfect, including allocation to grant fund, overhead, and endowment as appropriate.
3. Generate and mail donor thank you letters and tax receipts; together with Membership, update letters annually.
4. Report regularly to Board on key fundraising indicators.
5. Submit necessary supporting documentation for foundation or matching grants.
6. Draft annual budget for Board approval and track expenses against the budget.
7. Pay bills, including legal/registration fees, insurance premiums, and software licenses, and provide reimbursement, as appropriate, for expenses incurred by Board and organization members on the organization's behalf.
8. Track in-kind donations and provide receipts as appropriate.

9. Complete and file IRS 990EZ or 990 and pertinent Schedules and Attachments annually by May 15th, in collaboration with organization's accountants, and review with the Board before filing.
10. Have the organization's financials audited or reviewed whenever required or advisable.
11. Regularly assess financial risks and whether and how such risks should be mitigated.
12. Together with Grants, manage financial review of semifinalists.

Secretary (Assistant Secretary, if assigned)

Job Description

Serve as custodian of all organizational records and management systems for maintaining such records; generate and maintain accurate documentation; ensure that all documents are safely stored and readily accessible for inspection; train Board members on knowledge of management systems and help to troubleshoot any problems.

Tasks

1. Develop and distribute a Board calendar at the beginning of each cycle (September).
2. Maintain a Board binder containing governing documents, policies, minutes, etc.
3. Record minutes at all Board Meetings and maintain an archive of minutes, agendas, and resolutions.
4. Manage G-Suite account, including Google Drive, and registration, log-in information, etc. for other online accounts (SignUpGenius, SurveyMonkey, etc.).
5. Annual update, at the end of the grant cycle, to Philanos <https://philanos.org/Affiliate-Profile-Updates> and Grapevine profile.
6. Monitor general email account.
7. Oversee voting and produce voting results summary for Annual Meeting.
8. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Legal Counsel

Job Description

Ensure all legal, regulatory, and ethical compliance; inform Board of all related issues; seek the advice of outside counsel if needed; together with the Secretary, ensure that all related documents are properly archived and can be furnished to the public upon request.

Tasks

1. Keep a calendar of filing requirements and deadlines, and have clear assignments (with backups) to help ensure they are all met in a timely manner.
2. Manage and file registration and tax exemption documents in the District of Columbia, Maryland, and Virginia.
3. Maintain current and updated Articles of Incorporation and Bylaws; with governance committee, manage the review and modification of both as required.
4. Together with the Finance Committee, ensure compliance with any legal requirements associated with any endowment or pseudo-endowment funds.
5. Participate in annual review of master Grant Agreements; prepare grant agreements immediately following selection of grantees; transmit to grantees; ensure execution of agreements.
6. Together with the Treasurer, ensure that organization is properly insured.

Chair(s), Communications Committee

Job Description

Develop communications strategy; create, produce, and distribute all mass communications to MH constituencies (members, prospective members, nonprofits, partner organizations); and manage the MH brand.

Tasks - Brand Management

1. Ensure adherence to MH brand guidelines in all communications and products (verbal and graphic, paper and digital).
2. Oversee updating of MH brand identity, as needed.

Tasks - Communications - Ongoing

1. Create and maintain communications calendar.
2. Maintain and update website as needed, ensuring that content is current and accurate.
3. Create and maintain MH social media policy and manage MH social media accounts.
4. Create and distribute monthly newsletters.
5. Create and distribute other emailed communications, including electronic invitations, to members, nonprofits, and other constituents.

Tasks - Communications - Annual

1. Manage creation, production, and distribution of invitation, brochure, and stationery, as needed.
2. Manage creation and distribution of impact report.

3. Manage creation and distribution of press releases announcing grantees.

Tasks - Resource Management

1. Manage inventory of MH printed materials.
2. Maintain photo archive.
3. Update Communications Committee process document, as needed, for the Board Book.
4. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Chair(s), Governance/Nominating Committee

Job Description

Lead the Board in the regular and systematic evaluation of the skill sets needed and possessed by the Board, the identification of potential Board members, the ongoing training and education of Board members, and the development of policies and processes that promote Board effectiveness and cohesion.

Tasks

1. Annually prepare a Board skills matrix, populate with information for the current Board, and determine the skills and talents needed by the organization.
2. With input from the Board and others, prepare a list of prospective Board members.
3. Proceed with outreach to prospective Board members following the process outlined in the Nominating Committee Process approved on February 20, 2020.
4. Around April or May, recommend a slate of candidates for the Board's consideration and prepare a slate of candidates to serve as officers for the following year as required by Section 4 of Many Hands Amended and Restated Bylaws (Oct. 5, 2015).
5. Together with the Board President and members of the Executive Committee, develop an onboarding program for new Board members.
6. Develop and conduct exit interviews with outgoing Board members; together with the Secretary, archive those interviews as appropriate.
7. Design and conduct periodic Board self-assessments and, as needed, recommend Board policies or processes based on the information collected.
8. Together with the Legal Counsel, review and, as needed, modify the Bylaws at regular intervals.
9. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Chair(s), Grants Committee

Job Description

The Grants Committee oversees the process by which grantmaking is conducted to ensure that it supports MH's mission and commitment to partnership with applicants and grantees.

Applicant Submission & Screening

Oversee all Foundant-related components of the application, submission, and review process; lead outreach to nonprofit partners who advertise MH grant application; serve as liaison with Foundant; ensure that all MH users receive Foundant training; provide Foundant support to all MH users.

Tasks

1. Establish annual grantmaking calendar.
2. Review eligibility requirements annually.
3. Review grant application annually; make any changes in Foundant.
4. Establish protocol for advertising MH grant application.
5. Ensure that online application process has been tested before application window opens.
6. Troubleshoot any technical problems applicants may experience; work with Foundant to resolve any such issues.
7. Together with Communications, maintain the Grants Committee content on MH website.
8. Establish and lead process for applicant eligibility screening.
9. Update Grants Committee process document, as needed, found on the Drive under Board Book.
10. Coordinate annual review of master Grant Agreements.
11. Coordinate communication with finalist organizations regarding final meeting presentations.
12. At the end of each cycle, coordinate with Communications Committee to distribute press release to all applicants.
13. Oversee stewardship of grantees.
14. Manage tracking of past grantees.
15. Review and analyze trends in grant applications (i.e., year-over-year total applications received; year-over-year breakdown of geographic trends, etc.).
16. Solicit feedback from Focus Area Committee chairs to ensure application and supporting documents provide necessary information for review; review/update forms processes to reflect lessons learned and best practices.
17. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

FAC Coordination

Supervises the administration of four FACs, serves as support for FAC chairs, ensures that all FACs are operating consistently and within Many Hands guidelines

Tasks

1. Orchestrate leadership of FACs (chairs and co-chairs); coordinate locations and day/time of FAC meetings.
2. Lead a Focus Area Committee chair orientation session. Oversee assignment of donors to four committees
3. Provide uniform guidelines for committee work, including committee-level voting procedures.
4. Serve as a liaison between committee chairs.
5. Provide training for committee chairs in relevant technology platforms, e.g. Foundant, Google Drive, SignUpGenius, etc.
6. Attend FAC committee meetings when able; attend all committee semi-final and final voting meetings.
7. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Chairs(s), Focus Area Committees (Economic Empowerment Education/Health/Housing Committees) (Includes Board and Non-Board Members):

Leads committee of donors in the process of reviewing grant applications, conducting site visits, debating the merits of all applicants, nominating semi-finalists and one finalist; serves as an important liaison between committee members and Board; represents Many Hands to internal (donor) and external (applicant) stakeholders.

Tasks

1. Provide leadership in all areas (administrative, logistical, and knowledge sharing) to ensure that committee members have a positive experience and that the committee operates in a manner consistent with Many Hands guidelines and established best practices.
2. Communicate consistently and effectively with committee members regarding expectations for attendance, workflow, and interactions with fellow committee members and nonprofit organizations under consideration by the committee.
3. Follow Focus Area Committee Process document (Board Resource Book).
4. Attend all committee meetings and site visits (at least one co-chair per site visit); facilitate those meetings and site visits as appropriate.
5. Work with Board Vice President to ensure consistency across all Focus Area Committees.
6. Facilitate the submission of all requested financial information by the

semi-finalist organizations in a timely manner.

7. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Chair(s), Investment Committee

Job Description

Oversee management of Many Hands' investment assets.

Tasks

1. Determine Many Hands' risk tolerance and investment horizon and communicate these to the appropriate parties.
2. Establish reasonable and consistent investment objectives, policy guidelines, and allocations, to be reviewed by the Board on an annual basis.
3. Prudently and diligently select one or more qualified Investment Professionals.
4. Consult with one or more retained Investment Professionals as appropriate regarding the selection of investments to meet investment objectives and the performance of selected investments.
5. Annually review Many Hands' investment assets.
6. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Chair(s), Membership/Events Committee

Job Description

Oversee and support member recruiting and stewardship; plan and support organization of events to promote member recruiting, engagement, and education.

Tasks - General

1. Annually document Membership policies, practices, and procedures for the Board Book.
2. Maintain records, documents, calendars, etc. that will facilitate leadership transition.

Tasks - Donor Recruiting & Stewardship

1. Develop and oversee implementation of strategies for increasing membership and membership diversity.
2. Develop stewardship plan for both new and returning donors and oversee and support implementation by individual Board members; develop and distribute stewardship calendar; draft and distribute sample materials.
3. Develop and oversee the process of rebalancing Board lists and reassigning

- lists of retiring Board members at the end of each grant cycle.
4. With the Secretary, manage the process of drafting and administering periodic member surveys.
 5. With the Treasurer, update donor thank you letters annually.
 6. Respond to prospective donor and donor inquiries.

Tasks - Database Management

1. Maintain and update DonorPerfect database, as needed.
2. Generate reports and lists as needed for fundraising, communications, voting, and other purposes.
3. Provide training in DonorPerfect to new Board members.

Tasks - Events

1. Create events strategy/calendar at the beginning of each year, starting with the fall kickoff and ending with the annual meeting. Events may focus on outreach, education, community-building, and/or community service and target a range of audiences (members, new members, prospective members, the community at large, etc.).
2. Allocate events budget, as determined by Board, to individual events.
3. Assign responsibility for events to organizers (Membership Committee members or other Board members).
4. Support/oversee event organizers in such areas as:
 - communications, including invitations and RSVP forms;
 - tracking attendance and other relevant data and adding data to DonorPerfect;
 - creating summaries of events for broader distribution;
 - sending thank you correspondence;
 - arranging for gifts when appropriate.

SPECIFIC RESPONSIBILITIES OF ALL MANY HANDS BOARD MEMBERS

1. Donate at the \$1,000 level annually. (Board donations are used to cover overhead expenses.)
2. Attend monthly Board meetings and other scheduled organization events including October Kickoff, May Annual Meeting, and various Membership events; be able to deliver the MH "pitch" to individuals or groups.
3. Recruit donors and raise money for MH; develop personal donor prospect list; enter and maintain personal donor prospect list on DonorPerfect; send annual solicitation materials to prospects with personal notes attached; follow up with prospects; track donations; personally thank donors.
4. Be willing to serve in a leadership capacity on a Board committee or Focus Area Committee.
5. Be willing to be trained on and utilize Many Hands' technology platforms, including (at minimum), Google Drive, DonorPerfect, and Foundant.

GENERAL INDIVIDUAL RESPONSIBILITIES OF NONPROFIT BOARD MEMBERS (*BoardSource*)

1. Attend all board and committee meetings and functions, such as special events.
 2. Be informed about the organization's mission, services, policies, and programs.
 3. Review agenda and supporting materials prior to board and committee meetings.
 4. Serve on committees or task forces and offer to take on special assignments.
 5. Make a personal financial contribution to the organization.
 6. Inform others about the organization.
 7. Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization.
 8. Keep up-to-date on developments in the organization's field.
 9. Follow conflict-of-interest and confidentiality policies.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

DUTY OF CARE, DUTY OF LOYALTY, DUTY OF OBEDIENCE (*BoardSource*)

Duty of Care

The duty of care describes the level of competence that is expected of a board member and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

Duty of Loyalty

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

Duty of Obedience

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

PERSONAL CHARACTERISTICS THAT BENEFIT NONPROFIT BOARDS

(*BoardSource*)

Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.

Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.

Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.

Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, a sense of humor.