**Board Roles to Board Goals**

**Defining Gilboa’s Board Committees’**

**Work and Goals for 2014**

**Executive Committee:**

Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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The Executive Committee is typically a small group of Board officers that help plan and organize the Board and Board meetings. One risk with Executive Committees is that they may take over decision-making for the board, and other board members will feel they are only there to rubber stamp decisions made by the Executive Committee. Therefore, it’s helpful to clearly define the work of this committee.

Typical Responsibilities:

* Reviews and understands the Board’s Bylaws
* Reviews the dates for the Board meetings for the year
* Gives input to President and ED on the Board Agenda as needed
* Ensures documents are sent out a week in advance of meetings
* May make emergency decisions on behalf of the Board between meetings, only if the Board grants it this power (see bylaws).
* Reviews situations that may go beyond adopted budget and makes recommendations to Board to resolve.

Possible 2014 Tasks:

* Read and review Bylaws governing the Board
* Set calendar for Board meetings in 2014
* Set calendar of Ex Committee meetings in 2014
* Review template for Board Committee Reports and modify as needed, distribute to committee chairs with instructions *\*See sample*
* Two weeks before each board meeting, ensure all committees have prepared Committee Reports for Board meetings, and review content for crafting Board Agendas
* Assemble Board Packets with Board Meeting Agenda, Minutes, and Committee Reports and Executive Director’s Report and distribute a week in advance of Board meetings
* Review emergency planning and procedures with Dalit before the start of the summer to deeply understand the Board’s role
* Ensure all Board Committees and Task Forces are making progress on their goals for 2014 – checks in throughout the year
* Meets jointly with Governance Committee to review succession planning for Board Leadership roles and committee chairs for next year
* Review staffing situation and work with ED to consider proposals for changes to begin with 2014-15 budget.
* Other:

**Governance/Nominating Committee:**

Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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In some ways this is the most influential of all the committees, the Governance/Nominating Committee is responsible for the quality and general affairs of the board. This committee typically works on the following tasks in the coming year:

Typical Responsibilities:

* Prepare priorities for board composition (defining the skills or capacities that are needed on the Board)
* Meet with prospective board members to ask them if they might be interested in Board service if nominated. Explain what is involved.
* Recommend candidates to the board: Put together a slate of nominations for the Board’s vote
* Recommend a slate of officers to the board - including the next President
* Conduct orientation sessions for new board members
* Suggest new, non-board individuals for committee service as needed
* Identify trainings that the Board may require and implements during the year
* Conduct an annual evaluation of the Board to improve the Board’s performance year after year

Possible 2014 Tasks:

* Read resources provided and by-laws about nominating committee
* Review Board slate, terms, committee membership, and openings
* Conduct Board member profiles
* Identify gaps in skills or capacities and identifies needs
* Review Board member job description (update if needed)
* Discuss all of the above with the Board for input, and discuss needs for 2014/15
* Agree upon nominating process and procedures and tracking systems
* Solicit recommendations from current Board members and camp staff
* Agree upon interview questions
* Conduct interviews with prospective Board members and have conversations with all Board members whose terms end about whether they wish to continue for an additional term
* Prepare slate of new Board members for Board vote by a specific date
* Conduct new Board member orientation(s) before the first Board meeting
* Keep notes for improving nominating process in future years
* Plan and conduct one training for the whole Board
* Report to the Board at first meeting after camp about prospects for 2014/15
* Other:

**Development Committee:**

Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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The Development Committee's job is not simply to raise money. Rather, it is responsible for overseeing the organization's overall fundraising and, in particular, the fundraising done by the Board, as well as helps develop and deepen the organization’s connection to Alumni and fans of camp. To accomplish this, this committee will likely be working on:   
  
Typical Responsibilities:

* Works with Julie to establish a realistic fundraising plan that incorporates a mix of efforts: Major gifts, Scholarship & Annual Fundraising, Legacy, Alumni Outreach, and Grants. *\*See template*
* Ensures that 100% of the Board makes a personally meaningful and generous gift to the organization each year
* Provides training on fundraising to the committee members and volunteers
* Be willing to partner with Julie or Dalit in meetings with potential donors as needed
* Takes the lead in organizing and running certain types of outreach or fundraising efforts, such as hosting a Legacy members' gathering, or organizing an Auction
* Involves all Board members in fundraising, such as having Board members make telephone calls to ask for support, or write personal thank you notes to donors. Follow up to ensure tasks have been completed
* Monitors fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective
* Reports to the Board on the progress towards fundraising goals

Possible 2014 Tasks:

* Appoint Chair
* Set up training with Julia Riseman from JCamp 180
* Set regular meetings for the year
* Set 2014 fundraising goals for Scholarship, Annual, Capital, Legacy, and Alumni Engagement, identify volunteers to work on each area *\*See Template*
* Set up working group to plan and coordinate this summer’s reunion
* Strategize and plan summer visits for donors
* Plan summer donor appreciation (naming ceremonies, etc.)Review list of old camper names for missing addresses, and help find current addresses, and update data base
* Review list of capital campaign donors and list of potential donors of $5,000 or more
* Develop Stewardship plan *\*See Sample*
* Other:

**The Camp Committee:**

Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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This dynamic Committee needs people who are willing to be "boots on the ground" to work under Dalit’s direction or side-by-side with camp staff to get camp up and running year after year. Willing to roll up your sleeves and do something meaningful that’s needed right now or building something to last for generations?

Typical Responsibilities:

* Meet with Camp Executive Director to review Camp’s needs and areas that require volunteers help
* Organize into working groups (see below) and match volunteers with interests and skills to work that needs to get done
* Recruit and coordinate and celebrate volunteers
* Check in with Dalit to see if volunteers are doing satisfactory work and camp’s needs are getting addressed
* Be “on-call” to Dalit during the summer on an as-needed bases for unexpected needs
* Investigate unusual problems or new opportunities (such as an unusual grant opportunity or possible new projects) and report findings and options to the Gilboa Board

Working Groups inside the Camp Committee might include:

1. **Facilities Working Group:** Evaluating the existing facilities at camp, their condition, and the projected needs for the future. Prioritizing facilities projects that should be addressed at camp. Fix things. Maintain things. Repair things. Document things. Open camp. Close camp.
2. **Scholarship Allocation Committee**: Work with Dalit to review scholarship request and allocate funds, maintain confidentiality, communicate with fundraising committee to help
3. **Health & Safety Committee:** Periodically review health and safety procedures with Dalit.
4. **Extra Pair of Hands, Head, and Heart:** Volunteers in this working group might provide: Respite break for Dalit during the summer; pick up a camp at the airport; deliver emergency supplies to camp during the summer; represent camp at fairs and festivals, etc.
5. **Rosh Hiring Committee:** Review interview process and adjust as necessary, conduct interview, submit recommendations. One member to remain a Rosh Liaison, available to the Rosh for consultation.
6. **Other Task Forces:** as needed to work on special projects

Possible 2014 Tasks:

**The Finance Committee:**

Chair: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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This committee works with the Board Treasurer on the following responsibilities:   
Typical Responsibilities:

* Work with staff to design financial reports and ensure that reports are accurate and timely
* Review budgets initially prepared by staff, help develop appropriate procedures for budget preparations, and check for consistency between the budget and the organization’s long-range goals and plans
* Report to the board any financial irregularities, concerns, opportunities, and audit results
* Recommend financial guidelines to the board to help with cash-flow (such as to establish a reserve fund or to obtain a line of credit for a specified amount)
* Oversee short and long-term investments
* Recommend the selection of the auditor and work with the auditor (unless there is a separate audit committee)
* Help the Executive Director and the Board have constructive and strategic conversations about financial priorities prior to constructing the budget, and help create projected budgets 5 and 10 years based on Board established priorities

Possible 2014 Tasks:

* Review Gilboa’s 10 year business model and assumptions, update as needed
* Get input from the Board on priorities for 2015 budget prior to working on it
* Review and present 2015 Budget to Camp Board for approval
* Review Audit proceedures
* Strengthen online and transactions security
* Other:

**My Committee’s Goals 2014**

SMART Tasks are “Specific, Measurable, Actionable, Realistic, and Time-bound”

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| --- | --- | --- | --- |
| **Task** | **Who takes the lead?** | **Due Date** | **Status**  Pending  In-Progress  Done |
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**Star the top 3 priority tasks for 2014**

**Gilboa’s Board Strategic Plan**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Board Committee | Chair | Priority 1 | Priority 2 | Priority 3 |
| Executive Committee |  |  |  |  |
| Governance/Nominating Committee |  |  |  |  |
| Fundraising Committee |  |  |  |  |
| Finance Committee |  |  |  |  |
| Camp Committee |  |  |  |  |
| Task Force(s) |  |  |  |  |
| Gilboa Board Overall |  |  |  |  |