



AHS Board Policy Manual

Part I. General Provisions

Policy #1 Title: AHS Mission, Vision, Guiding Statements

Type: Governance Process

Adopted: August 23, 2018 Reviewed: March 2019 Updated:

- Mission - Connecting people through the power of Arizona's History
- Vision - To be the driving force strengthening Arizona's communities by promoting history through leadership, partnership and scholarship
- Guideline - Create transformative experiences through history.

Policy #2 Title: AHS Logo

Type: Governance Process

Adopted: August 15, 2008 Reviewed: March 2019 Updated:

- The logo of the Arizona Historical Society is the alchemist's symbol for copper.

Policy #3 Connecting People to the Power of Arizona's History

Type: Ends

Adopted: Reviewed: March 2019 Updated:

- The Society is the premier state-wide organization for the preservation and promotion of Arizona history and provides Arizonans with greater insight into the State's history, how past lessons can help today, and how an appreciation of its history can shape a better future for Arizona.
- The Society will establish through its strategic plan activities to include historical preservation, historical education, historical programs and events, historical publications, community outreach, historical tourism, support groups, gubernatorial and legislative relations, and publicity.

Policy #4 Title: Policy Development

Type: Governance Process

Adopted: Reviewed: March 2019 Updated: October 2019

- 4.1 The Society will have policies related to (a) functions of the Board and the Executive Director, (b) joint functions between the Board and Staff, and (c) functions of Staff. All policies shall be consistent with Arizona State law.
- 4.2 The Governance and Policy Committee of the Society’s Board of Directors is responsible for reviewing proposed policies or policy amendments for the Board and the Executive Director, and providing recommendations concerning those policies for consideration by the Board of Directors.
 - 4.2.1 A proposed policy or a proposed amendment to an existing policy may be made by a standing committee or a board member at any scheduled meeting of the Board of Directors.
 - 4.2.2 Any proposed policy or policy amendment shall be referred by the Board President to an appropriate Board committee (or committees) for review and consideration, after which the committee(s) shall coordinate with the Governance and Policy Committee for review and consideration.
 - 4.2.3 Once a proposal is provided to the Governance and Policy Committee, it shall review the proposal and provide a recommendation to the Board of Directors as soon as practical, preferably at the next regularly scheduled Board of Directors meeting.
- 4.3 Policies will be current in their reflection of Board decisions. Decisions upon which no subsequent decisions are to be based, need not be placed in policy.
- 4.4 Policies adopted by the Board shall be maintained by the Governance and Policy Committee and by the Board Secretary so there shall always be at least two updated copies of the document. Copies of those policies shall be periodically updated and provided to the full Board.
- 4.5 Policies solely related to Staff must be consistent with Board policies but are the province of the Executive Director and generally will not require Board approval. Any such policies will be made available to the Board.

Part II. Chapters

Policy #5 Title: **Chapters**

Type: Governance Process

Adopted:

Reviewed: March 2019

Updated: January 28, 2022

- 5.1 The Chapters of the Society are “designated historical organizations” under Arizona Revised Statutes § 41-821.D.2 for purposes of appointments to the Board by the Governor.

- 5.2 Each Chapter serves as an advisor to the AHS Board on issues in its region and as a support group for the local historical organizations within its geographic region that are certified in accordance with these policies.
- 5.3 The Chapters of the Society report to the AHS Board of Directors, not the staff of AHS, individual members, supporting groups, certified museums, or the public at large.
- 5.4 The Chapters have one mandatory responsibility to fulfill: providing nominees to the Arizona State Boards and Commissions to represent the Chapter on the AHS Board. Other activities of the Chapter are described in section 5.6.
- 5.5 Representatives to the AHS Board:
- The Chapters are responsible for recommending to the Arizona State Boards and Commissions their representatives to the AHS Board. Board members from local historical organizations should be invited to serve on local Chapter boards. The AHS Board will provide a nomination to the governor's office for a Chapter if the Chapter fails to submit a name by the requested due date.
 - Effective July 10 2015, as provided by A.R.S. § 41-621, the term of service is four years. The governor shall appoint the nominees to serve for the term or, in the case of a vacancy, for the unexpired term in which the vacancy occurred.
 - Vacancies are confirmed only by the submission of a formal notice of resignation to both the AHS Board and Arizona State Boards and Commissions. The resigning AHS Board member is encouraged to assist in the identification of a replacement.
 - Arizona State Boards and Commissions tracks the terms of AHS Board members and updates the Board roster, and makes this information available to the AHS Executive Director. The AHS Executive Director is responsible for updating AHS Board members as to their term status.
 - With exception to nominations for Chapter appointments, nominations and applications may be submitted by anyone in the public at large. The AHS Board and/or its individual members may assist in the identification of potential candidates for either County Representative or At-Large positions, serving to refer them to the Arizona State Boards and Commissions for application.
 - To further strengthen the relationship between the AHS Board and local Chapter boards, AHS Board members should also be formal or ex-officio members of the Chapter board from their local area.
 - The Board should strive to have a back-up pool of potential candidates.
- 5.6 Activities of local Chapters to the AHS Board:
- Local Chapters should serve as ambassadors of the AHS Board and AHS as a whole to build, and maintain stronger relationships with local historical organizations, certified museums, AHS members, and the public at large.

- Local Chapters should strive to connect with the people and organizations of the community to promote AHS programs, events, and offerings, through such actions as gathering email addresses to add to the AHS contact list and recruiting potential members.
- Local Chapters should assist the AHS Board and AHS as a whole in community events, such as fairs and festivals.
- Local Chapters should promote the activities, services, and profile of the AHS Board and AHS as a whole at local service organizations (Rotary, Kiwanis, Soroptomist, etc.)
- Local Chapters should report to the AHS Board on new connections with and the activities of local stakeholders, community organizations, historical societies, certified museums, AHS members, and the public at large.
- Local Chapters should host annual Chapter meetings to further promote AHS and strengthen local area membership and relationships.
- Local Chapters should only report or give presentations concerning the AHS Board or AHS as a whole utilizing materials in accordance with and reflecting the standards of the AHS Board and AHS as a whole.
- If uncertain about current policies, status, or activities, local Chapters shall seek clarification through either the AHS Board or the AHS staff liaison, respectively.

5.7 Responsibilities of local Chapters to the AHS Board:

- Local Chapters shall observe Arizona State policies and procedures in compliance with Open Meeting Laws, including:
 - Local Chapters shall submit to the designated AHS staff liaison copies of their Meeting Agendas at least 48 hours and no later than 24 hours prior to the meeting. This 24 hour period includes Saturdays but excludes Sundays and any recognized State holidays.
 - Local Chapters shall submit to the designated AHS staff liaison copies of their Meeting Minutes no later than 48 hours after the meeting. This 48 hour period includes Saturdays but excludes Sundays and any recognized State holidays.
- Local Chapters shall report to the AHS Board any changes to their membership or Chapter Board roster, with notices submitted no later than 30 days after a change in status.
- Local Chapters shall report twice annually – by January 1 and July 1 – on the health and current status of the Chapter to the AHS Board or its designated AHS staff liaison.
- Local Chapters are not responsible for fundraising on behalf of the AHS Board or AHS as a whole.

- 5.8 Responsibilities of the AHS Board and AHS as a whole to local Chapters:
- The AHS Board and AHS as a whole shall designate an AHS staff liaison to assist local Chapters in the creation and management of virtual meetings (e.g. Zoom)
 - The AHS Board and AHS as a whole shall update its online content to reflect Chapter Board members and activities, as well as any changes to AHS Board Policies or Bylaws. All updates shall be made within prescribed Arizona State posting timelines.
 - The AHS Board and AHS as a whole shall obligate the AHS Marketing and Communications team to provide local Chapters with all relevant promotional materials and scripting for their use in community outreach and engagement.

Part III. Officers

Policy #6 Title: Election of Officers

Type: Governance Process

Adopted: Reviewed: March 2019 Updated:

- 6.1 Society members attending the Annual Meeting shall elect the Board's officers from the members of the Board. Proof of membership in the Society may be required for a person to vote. Voting by proxy shall not be permitted. The Board will present the members with a proposed slate of officers that will be compiled in accordance with the following procedures:
- Prior to the Annual Meeting, all Board members will be invited to place their name or the name of another Board member in consideration for a position as a specified officer.
 - A person whose name has been proposed for an officer position is not considered a nominee until he or she agrees to run. Once that agreement is expressed, the person becomes a candidate.
 - All the names of the candidates will be presented as a slate. Nominations of other members of the Board may also be made from the floor. If the nomination is seconded, the individual becomes a candidate.
 - The names of all the candidates shall then be presented to the membership for the vote.
 - A secret ballot will be used for voting where there are two or more candidates for the same position but all uncontested positions may be conducted by voice vote.
 - A candidate need not be present to run for a position, but the individual must have agreed to be a candidate. Nominees and candidates may withdraw from consideration at any time.

- If there are more than two candidates for an office and the winner fails to secure a majority of the votes cast, then a run-off election shall be held between the top two persons receiving votes.
- A designated proctor or the chair of the Nominating Committee will announce the results.
- Upon the announcement of the election results, the elected individuals immediately assume their positions.

Part IV. Board Activities

Policy #7 Title: Board Activities

Type: Governance Process

Adopted: Reviewed: Updated:

7.1 Code of Ethics

Introduction

- The Society is both a non-profit educational corporation and an agency of the state of Arizona. Accordingly, the members of the Board and its officers are subject to the "Code of Ethics for State Service" detailed in the *State of Arizona Personnel Rules*. Further, all officers and Board members of the Society are "fiduciaries" of the state of Arizona. The word contemplates trust, confidence and good faith above and beyond the legal obligation as a basis of the relationship. This means that in all activities pertaining to the business of the Society, the officers and Board members work primarily for the benefit of the state of Arizona.
- The Board is a governing board and is ultimately responsible for the Society and for the protection and nurturing of its various assets, including the collections and related records, facilities, financial assets, and the well being of the staff. The Board is obliged to develop and define the policies of the Society as they relate, complement and underscore the statutes and regulations of the state of Arizona. The Board must ensure that all the Society's assets are properly and effectively used for the benefit of the state and the public.
- The Board is obligated to ensure that best practices are followed for the physical security and preservation of the collections, to monitor and develop the financial structure that ensures the Society's long-term viability.
- In fulfilling these obligations, the Board is obliged to adhere to an ethical code of conduct. Everyone, whether director, employee, or volunteer, should use the guidelines set forth in this code of conduct to focus his or her attention on ethical issues as they may arise.
- Individual Board members, employees, and volunteers are ethically obligated to ensure that they, or others on their behalf, do not violate the principles of the code

of conduct code, and to ensure, as far as possible, that the acts of others do not place anyone connected with the Society in a position of compromise.

7.2 **General Department**

- Members of the Board are expected to act with integrity and objectivity and in accordance with the most stringent ethical principles. Board members are expected to exercise independent professional judgment comparable with professionals in other disciplines. As a public institution, Board members are never completely separable from the institution.
- Any institution-related action by an individual officer or Board member may reflect on the Society or may be attributed to it. Board members must be concerned not only with the true personal motivations and interests as they see them, but also the way in which the public might construe such actions.

7.3 **Conflicts of Interest**

- Board members should never abuse their official position. Board members must accept, as conditions of service, the necessary restrictions to maintain public confidence in the Society and in the historical profession. Board members will not act in their individual capacities unless as expressly authorized by the Board. Board members will work for the Society as a whole and not solely as an advocate for activities of sub-units of the institution.
- Board members must maintain, in confidence, information regarding the Society when that information is not generally available to the public. The Board members will never take personal advantage of information available to them because of their board service. Should conflict develop between the needs of the individual and the institution, those of the Society will, in all cases, prevail.
- Board members shall conduct their activities, including those relating to immediate family members or business associates, in such a way that no conflict will arise between the interests of the other entities and the policies, operations, or interests of the Society.
- Board members seeking personal assistance from other staff, board members, or volunteers should not expect that such assistance will be rendered to an extent greater than that available to a member of the general public in similar circumstances or with similar needs.
- Board members will not accept gifts, favors, discounts, loans, other dispensation, or things of value that might accrue to them from other parties in connection with carrying out their duties for the Society.
- Board members whose individual interests, or the interests of their immediate family members or business associates, conflict or appear to conflict with the interests of the Society, shall make these interests a matter of record. The Board,

by majority decision, will then determine the proper course of action in each individual case where there may be an actual or apparent conflict of interest.

7.4 **Property of the Institution**

- Board members may only use the property of the Society for official purposes and make no personal use of the collections, property or services in a manner unavailable to a member or the general public. They, or individuals who might act for them, will not acquire objects from the collections of the Society, except when the object and its source have been advertised, its full history made available, and sold at public auction or otherwise clearly offered for sale in the public marketplace.

7.5 **Personal Collections**

- Board members must disclose all circumstances regarding personal collections and collecting activities that parallel or compete with the collecting of the Society.
- Board members must not use any object that is part of the Society's collection or under the guardianship of the Society in their homes or for any other personal purpose.

Policy #8 Title: Board Standing Committees and Responsibilities

Type: Governance Process

Adopted: 12-06-1996

Reviewed: March 2019

Updated: 03-22-2019

The following duties for have been established for the Society's standing committees:

- The primary duty of all committees is to stay abreast of development in their assigned area of responsibility and recommend policy revisions to the Board.
- The assigned committee chair shall be responsible for staffing the committees with Board members.
- The Executive Director may, with the consent of the Board President, assign staff members to assist committees in performing their functions.

8.1 **Library, Archives and Collections Committee:**

- The Board shall have a separate policy for the management oversight of the library and archives and the three-dimensional collections of the Society.

8.2 **Finance Committee:**

- The Committee, in addition to the requirements of Article IX, Section 1.D of the Bylaws, is responsible for oversight of the financial policies of the Society, to review the annual budget as drafted by staff and to make recommendations to the Board.
- The Committee recommends to the Society Board all financial concerns or considerations that the committee deems of such significance.

8.3 **Governance and Policy Committee:**

- The Committee recommends to the Board revisions, deletions, and/or additions to the Society's Bylaws and policies and shall be responsible for keeping such revisions, deletions, and/or additions in compliance with the laws of the State of Arizona. Any proposed policies and revisions to existing policies shall, under normal circumstances, be referred to the policy committee.
- The Committee has the authority to review Chapter charters and Chapter bylaw revisions, deletions, and/or amendments to assure accordance with Society Bylaws and Policies and compliance with the laws of the State of Arizona.
- The Committee will review and evaluate State of Arizona Audits and Reports that involve the Society's governance or organizational structure and make recommendations to the Society's Board as and when necessary.

8.4 **Property Committee:**

- The Committee provides the Board with recommendations on matters relating to all real property of the Society, and recommends action regarding acquisition, management, renovation, repair and disposition of such real properties and improvements.

8.5 **Publications Committee:**

- The Committee reviews all projects for major publications of the Society. Major publications shall be defined as monographs, all kinds of books, and any other printed materials of a lasting nature that involve expenditure of Society funds and that utilize the imprimatur of the Society, whether produced by the offices of the Society or by other affiliated organizations and individuals. Excluded from this policy are fliers, pamphlets, and other kinds of temporary or routine documents.
- The Committee may exercise final approval authority with respect to major publications (other than books and extended monographs) that do not require any expenditure of funds by the Society. In specific cases where doubt arises about the Committee's approval authority, the matter shall be referred to the Board.
- With respect to books, extended monographs, and any other materials whose publication requires an outlay of Society funds, the publications committee shall review proposals and make recommendations to the Board. In such instances, the Board has full responsibility for final decisions concerning publication and expenditures.
- The Committee shall review and advise the Board concerning policy for *The Journal of Arizona History* or any other continuing publications of the Society. (A.R.S § 41-821 requires the publication of the *Journal*)

8.6 **Community Outreach Committee and Certification of Local Historical Organizations: (Updated January 2020)**

- The Committee shall nominate, on an annual basis, those persons or organizations to receive the Society’s Al Merito award to be presented at an appropriate venue and to otherwise establish standard for the award.
- The Committee is responsible for evaluating requests for grants from local historical organizations and will recommend to the Board such grants on an annual basis. The following criteria are adopted for certifying a list of local historical organizations that conform to provisions of A.R.S. § 41-821. To be certified, an organization must meet the criteria for a Tier 1 or a Tier 2 historical institution:

I.	AHS SUPPORT	Tier 1	Tier 2
a.	Active AHS Member, at Institutional or higher level	Yes	Yes
II.	PUBLIC TRUST AND ACCOUNTABILITY		
a.	The organization complies with local, state and federal laws, codes and regulations applicable to its facilities, operations and administration	Yes	Yes
b.	The organization is committed to public accountability and is transparent in its mission and its operations	Yes	Yes
c.	The organization identifies the communities it serves and makes appropriate decisions in how it serves them	Yes	No
III.	MISSION AND PLANNING		
a.	The organization has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	Yes	Yes
b.	The organization is guided by a mission statement that clearly describes the purpose of the organization, and a vision statement that clearly describes the organization's future direction.	Yes	Yes
IV.	LEADERSHIP AND ORGANIZATIONAL STRUCTURE		

- | | | | |
|----|--|-----|-----|
| a. | The organization is a Non-Profit 501c3 or Sovereign Nation | Yes | Yes |
| b. | The organization has a governing structure including by-laws, articles of incorporation, and a board of directors/trustees. | Yes | Yes |
| c. | The organization conducts meetings and holds elections on a regularly scheduled basis. | Yes | Yes |
| d. | The governance, staff and volunteer (as applicable) structures and processes effectively advance the organization's mission. | Yes | Yes |
| e. | The organization has volunteers that support the organization. | Yes | Yes |
| f. | The organization has a membership program that supports the organization. | Yes | No |

V. COLLECTIONS STEWARDSHIP

- | | | | |
|----|--|-----|----|
| a. | The organization is a collecting institution, and legally, ethically and effectively manages, documents, cares for and uses the collections. | Yes | No |
| b. | Guided by its mission, the organization provides public access to its collections while ensuring their preservation. | Yes | No |
| c. | The organization owns, exhibits or uses collections that are appropriate to its mission | Yes | No |

VI. EDUCATION AND INTERPRETATION

- | | | | |
|----|---|-----|-----|
| a. | The organization offers educational and public programs, special events, and other activities tied to its mission | Yes | Yes |
| b. | The organization presents accurate, appropriate, and unbiased content for each of its audiences. | Yes | Yes |
| c. | The organization engages in regular audience engagement that promotes the value of history. | Yes | Yes |
| d. | The organization is open to the public a minimum of 416 hours | Yes | No |

per year.

- | | | | |
|----|--|-----|----|
| e. | The organization clearly states its overall educational goals, philosophy and messages, and demonstrates that its activities are in alignment with them. | Yes | No |
| f. | Organizations conducting primary research do so according to scholarly standards. | Yes | No |
| g. | The organization facilitates scholarly research. | Yes | No |

VII. FINANCIAL STABILITY

- | | | | |
|----|---|-----|-----|
| a. | The organization legally, ethically and responsibly acquires, manages and allocates its financial resources in a way that advances its mission. | Yes | Yes |
|----|---|-----|-----|

VIII. FACILITIES AND RISK MANAGEMENT

- | | | | |
|----|--|-----|-----|
| a. | The organization is clean, well maintained and provides for the visitors safety and needs. | Yes | Yes |
| b. | The organization allocates its space and uses its facilities to meet the needs of the collections, audience and staff. | Yes | No |

8.7 Membership and Development Committee:

The Membership and Development Committee is responsible for:

- Assisting Society staff with annual membership drive, the end-of-the-year annual appeal, and prospect identification and cultivation. In cooperation with Society staff, it should periodically review membership levels, benefits, and dues. The Committee shall review and suggest revisions to, as necessary, the staff-prepared membership plan and annual development plan.
- Recommending to the Board all membership or fundraising concerns or considerations that the committee deems of such significance.

8.8 Personnel Committee:

The Personnel Committee is constituted of the Board's Executive Committee and

- Reviews and evaluates the performance of the Society's Executive Director on an annual basis.

- Completes the performance review of the Executive Director and presents it to the full Board for approval.
- Develops and refines, with input from the Executive Director, specific performance measures by which the Executive Director's abilities can be adequately evaluated.

Policy #(Should it be 9 and then renumber all the rest? This is really where it belongs.)

Title: Veterans Admission Policy

Type: Board Governance Process

Adopted: February, 1 2014 Updated: January 17, 2020 Reviewed: December, 20 2019

There will be free admission to AHS museums for active and retired veterans.

Policy #9 Title: Membership Dues Distribution Policy

Type: Governance Process

Adopted: September 10, 1999 Reviewed: March 2019 Updated:

- 9.1 The first forty dollars (\$40.00) of all membership levels will be used by the Administration to fund the *Journal of Arizona History* and membership services.
- 9.2 All dues will be deposited in appropriate accounts by the Society's Administration.
- 9.3 The Society's Administration will provide quarterly reports on membership distribution to the Society's Board.
- 9.4 Chapter requests for expenditures of membership distribution of 1107 funds shall require the signature of the Chapter President and the appropriate Division Director.

Policy #10: Title: Mailing Lists

Type: Governance Process

Adopted: November 11, 2006

Reviewed:

Updated

- 10.1 All requests for mailing lists must be submitted to the Board for approval. Criteria for approval will include (a) the requesting entity will allow reciprocal use by the Society, (b) each authorization will be for a one-time use, and (c) the use of the list must be consistent with the mission of the Society.
- 10.2 This policy shall not apply to any organization whose bylaws provide that it is organized in support of the Society.
- 10.3 Society members shall be given the opportunity as part of membership renewal to elect to be excluded from mailing lists provided to non-Society entities.

Part V. Executive Director

Policy # 11 Board and Executive Director

Type: Board Management Delegation

Adopted: circa 2005 Reviewed: March 2019 Updated;

11.1 **Appointment:** The Executive Director is selected, appointed, employed on an “at will” basis, and reports to the Society’s Board.

11.2 **Responsibilities and Duties:**

- Within limits of Arizona statutes governing the Society, and the Bylaws and policies of the Board, operational responsibility for the Society is delegated by the Board to the Executive Director with commensurate authority to implement the Society’s plans and programs that achieve targeted results. The Director may delegate as appropriate certain aspects of those responsibilities, along with corresponding authority. Ultimate responsibility and accountability for the operation of the Society remains with the Board and may not be delegated.
- The Director is responsible for directing and meeting the commitments and operational requirements of the Society in accordance with guidelines, mission, goals and policies established by the Board. In support of this responsibility, the Director will monitor and report to the Board a measured achievement evaluation of the Society’s stated organizational objectives, initiatives and financial results not less frequently than each scheduled Board of Director meetings.
- Within the stated policy guidelines, the Director is authorized to exercise such initiatives and actions as, in his professional opinion, are necessary and appropriate to achieve outcomes approved by the Board. The Director may consult with and receive legal advice from the Arizona Attorney General’s office as necessary, however, any request for a formal opinion shall be authorized by the Board of Directors.

11.3 **Relationship with the Board:**

- The Executive Director is an *ex officio* non-voting member of the Board and all Board committees. In support of the Board, the Director will develop plans and proposals for Board approval and assume responsibility for implementation and attainment of the Board’s approved operational policies and goals.
- The Board may, upon notice to the Executive Director, clarify or change the boundary between policy and governance responsibility, and by doing so, change the latitude of choice delegated to the Executive Director. So long as any particular delegation is in place, the Board will respect and support the decisions of the Executive Director.

- In addition, the Director will arrange for Board and committee meetings, including meeting notices and associated documents to ensure compliance with the Arizona Open Meeting Law.

11.4 **Executive Director General Responsibilities:**

The Executive Director is responsible for:

- Planning, developing, coordinating, directing and managing all grant requests, financial gifts, donations of property and sponsorships from private and public sources.
- Representing the Society's interests, including professional associations, Federal and State government offices and the Arizona Governor and State Legislature.
- Providing the necessary vision and personal leadership required to achieve the Society's goals, plans and operational commitments, commensurate with prominent recognition within the museum profession.
- Advocating statewide history related educational programs.
- Providing advice and consultation related to State Historic Properties and monuments and to the State Historic Preservation Officer.
- Maintaining integrity and high standards of professionalism in all operations, including, but not limited to, service to the public, acquisition, preservation, research, interpretation, and exhibitions.
- Representing the organization before professional associations, the public and the legislature in a manner that enhances the prestige and credibility of the Society.
- Developing and monitoring of strategies and initiatives to fulfill the Society's mission, increase audiences, and ensure financial stability and growth.
- Approving and accepting monetary and non-monetary donations on behalf of the Society.
- Providing finance and human resources oversight through:
 - Reviewing monthly fiscal status reports with the Board of Directors.
 - Approving employee timesheets.
 - Having responsibility for adherence to all ADOA policies.
 - Initiating, reviewing, evaluation and presentation of the annual budget and other budget requests to the Finance Committee, the Executive Committee, and the Board.
 - Assuming the ultimate responsibility for adherence to operating and capital budgets.
- Supervision of the development and implementation of marketing plans to promote the Society and its programs.
- Interfacing with professional groups and continuing education programs.
- Development of and remaining current on policies, laws, and best practices within the museum profession, through:
 - Participation in the Society's public affairs and educational programs.
 - Programming activities, including:
 - i. Providing input for exhibitions, educational programs, and events.

- ii. Supporting research and assistance to curatorial staff for writing gallery guides, labels or other art related materials as needed or in areas of expertise.
- iii. Serving as leader or providing staff to manage and lead for travel trip.

11.5 **Development.** The Executive Director is responsible for:

11.5.1 **Planning**

- Playing a key role in the fundraising activities of the organization, actively working with the Board of Directors to meet financial giving, capital campaign and sponsorship goals.
- Will develop long-term growth strategies for each museums' giving programs with a focus on growing support from individuals by identifying and cultivating prospective donors, both among existing members and new stakeholders.
- Initiates programs to solicit sponsors and underwriters for exhibitions, special events, educational programming, publications and other activities.
- Supervises periodic evaluation of membership levels and benefits, including appropriate recognition, naming opportunities, incentives, and acknowledgments and ensures fulfillment of benefits.

11.5.2 **Annual Appeal**

- Oversees an Annual Appeal campaign each year, including drafting the materials, coordinating the production and distribution, recording donations, acknowledging gifts, reporting results, and analyzing results to improve future campaigns.

11.5.3 **Grants**

- Develops and oversees a grant writing program.
- Supervises the submission of proposals for grants, sponsorships, or other financial support to identified prospects among corporate, foundation, and/or governmental funders.

11.5.4 **Planned Giving / Capital / Endowment**

- Responsible for organizing and implementing a comprehensive capital gifts solicitation and implementation program.
- Responsible for establishing and maintaining a planned giving program, periodically reminding members, volunteers, and the public of these opportunities.

- Manage and direct the organization's capital and endowment campaign while simultaneously meeting operating budget requirements.

11.5.5 Prospective Donors

- With the aid of the Board and the staff, identify key prospects and develop individualized strategies to request major gifts.
- Work with the curatorial team to identify and solicit potential donors of collections and archival items.
- Host special fundraising events for prospective donors or existing funders as appropriate.
- Prepare and deliver presentations to potential grantors as needed or coordinate with the Board to deliver presentations as appropriate.
- Oversee special programs, travel opportunities, and other activities for major donors.
- Ensure that all contributors have been thanked appropriately and in a timely fashion.
- Publicize gifts to the organization, in accordance with donor wishes, to encourage additional donations.

11.6 Record Keeping / General:

The Executive Director is responsible for:

- Overseeing the production and distribution of all solicitation materials.
- Tracking the progress of all proposals and ensure that all fulfillment and reporting requirements for grants and sponsorships are met.
- Ensuring that development records are reconciled with accounting records, kept confidential, and that processing and documentation of donations is done in accordance with IRS requirements.
- Establishing, maintaining, and updating individual donor, sponsor, and foundation files, databases, records, and/or other documents related to development.
- Researching and developing potential technology-based fundraising strategies.
- Developing and maintaining relationships with professionals in the giving, financial, and estate planning communities.
- Maintaining current knowledge of new developments affecting donations, taxation of gifts, estate planning and the general philanthropic environment.

11.7 Relationships – Employees:

The Executive Director is responsible for:

- Assuming responsibility and accountability for all personnel actions involving staff and consultants.
- Ensuring that employees understand the mission and goals of the organization, maintain building and collection security, maintain cleanliness of facilities, handle and care for the collection appropriately, and project a warm and friendly attitude toward guests and staff.

- Conducting regular staff meetings to ensure communication of information throughout the organization.
- Overseeing the human resource functions within the organization to include hiring, termination, employee review, employee goal setting, salary treatment recommendations, attendance records, training, and adherence to applicable laws, policies, and procedures for all staff.

11.8 Relationships - Docents/Volunteers/Volunteer Boards:

The Executive Director is responsible for:

- Overseeing recognition and appreciation for all docents and volunteers.
- Building and maintaining excellent volunteer relationships.

11.9 Relationships - Beyond the Museum:

The Executive Director is responsible for:

- Serving as the spokesperson and advocate for the Society, effectively representing the organization to community, professional, governmental, civic and private agencies, enhancing the organization’s public image to expand interest and support.
- Presenting lectures and participating on panels or service as a judge at events to increase awareness of the Society.
- Attending appropriate professional meetings on national, regional, state and local levels.
- Developing positive relationships with museums, other institutions, and individuals to facilitate lending and/or giving opportunities.

Policy #12 Expense Policy-Program Activities

Type: Board Management Delegation

Adopted:

Updated:

Reviewed:

- 12.1 The Executive Director is responsible for the preparation of an annual budget for Program Activities for review and final approval by the Board. “Program Activities,” shall include, without limitation, fund development activities such as exhibits, marketing, advertising, entertainment, meals, and promotions.
- 12.2 The Executive Director will establish and publish general guidelines to apply to expenditures for program activities.
- 12.3 The Executive Director will implement procedures to ensure all such payments are properly accounted for. All expenditures, to qualify for reimbursement, must be reported on a purchase order form and accompanied by receipts.