



AHS State Board Policy Manual

Part I. General Provisions

Policy #1

Title: AHS Mission, Vision, Guiding Statements

Adopted: 8-23-2018

Reviewed: 5-2022

Updated:

1. The Mission of the Arizona Historical Society (“AHS”) is to connect people through the power of Arizona’s History
2. The Vision of AHS is to be the driving force strengthening Arizona’s communities by promoting history through leadership, partnership and scholarship
3. Guideline - Create transformative experiences through history.
4. The AHS is the premier state-wide organization for the preservation and promotion of Arizona history. It 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.
5. The AHS will establish, through its strategic plan, activities to include historical preservation and exhibition, historical education, historical programs and events, historical publications, community outreach, historical tourism, support groups, gubernatorial and legislative relations, and publicity.

Policy #2

Title: Cultural Equity Statement and Tribal Lands Acknowledgement

Adopted:

Reviewed: 5-2022

Update

1. Cultural equity embodies the values, policies, and practices that ensure that all people are represented in the policies that support the preservation of everyone's history in Arizona.
2. We respectfully acknowledge that AHS, its facilities, and sites may reside on the ancestral lands and territories of Indigenous peoples. Committed to diversity and inclusion, AHS strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.

Policy #3

Title: AHS Logo

Adopted: 8-15-2008

Reviewed: 5-2022

Updated

1. The logo of AHS is the alchemist's symbol for copper.
2. The AHS logo has been trademarked by AHS and is reserved for use by agency staff and its permitted affiliates as established by AHS branding design, logo, use, and standards.

Policy #4

Title: Policy Development

Adopted:

Reviewed: 5-2022

Updated: 10-2019

1. The AHS will have policies related to (a) functions of the AHS State Board of Directors (“The Board”) and the AHS Executive Director (“Executive Director”), (b) joint functions between the Board and Staff, and (c) functions of Staff. All policies shall be consistent with Arizona State law.
2. The Governance and Policy Committee of the Board 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.
 - a. 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.
 - b. 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.
 - c. Once a proposal is provided to the Governance and Policy Committee, it shall review the proposal and provide a recommendation to the Board as soon as practical, preferably at the next regularly scheduled Board meeting.
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. 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 Board. Copies shall be made publicly available via the AHS website or comparable virtual media.
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

Adopted:

Reviewed: 5-2022

Updated: 1-28-2022

1. The Chapters of AHS are “designated historical organizations” under Arizona Revised Statutes § 41-821.D.2 for purposes of appointments to the Board by the Governor.
2. Each Chapter serves as an advisor to the 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.
3. The Chapters of AHS report to the Board, not the staff of AHS, individual members, supporting groups, certified museums, or the public at large.
4. The Chapters have one mandatory responsibility to fulfill: providing nominees to the Arizona State Boards and Commissions to represent the Chapter on the Board.
5. Activities of local Chapters to the Board:

- a. Local Chapters should be geographically focused in their mission and activities to their prescribed regions, counties, or areas. They serve as ambassadors of the Board and AHS to build and maintain stronger relationships with local historical organizations, certified museums, AHS members, and the public at large.
 - b. Local Chapters should 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.
 - c. Local Chapters should assist the Board and AHS in community events, such as fairs and festivals.
 - d. Local Chapters should promote the activities, services, and profile of the Board and AHS at local service organizations (Rotary, Kiwanis, Soroptomist, etc.)
 - e. Local Chapters should report to the Board on new connections with and the activities of local stakeholders, community organizations, historical societies, certified museums, AHS members, and the public at large.
 - f. Local Chapters should host annual Chapter meetings to further promote AHS and strengthen local area membership and relationships.
 - g. Local Chapters should only report or give presentations concerning the Board or AHS utilizing materials in accordance with and reflecting the standards of the Board and AHS.
 - h. If uncertain about current policies, status, or activities, local Chapters shall seek clarification through either the Board or the AHS staff liaison, respectively.
6. Responsibilities of local Chapters to the Board:
- a. Local Chapters shall observe Arizona State policies and procedures in compliance with Open Meeting Laws, including:
 - i. 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.
 - ii. 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.
 - b. Local Chapters shall report to the Board any changes to their membership or Chapter Board roster, with notices submitted no later than 30 days after a change in status.
 - c. Local Chapters shall report twice annually – by January 1 and July 1 – on the health and current status of the Chapter to the Board or its designated AHS staff liaison.
 - d. Local Chapters are not responsible for fundraising on behalf of the Board or AHS.
7. Responsibilities of the Board – through its proxy – AHS, as a whole to local Chapters:
- a. The AHS shall designate an AHS staff liaison. This person(s) may assist local Chapters in the creation and management of virtual meetings (e.g. Zoom)
 - b. The AHS shall update its online content to reflect Chapter Board members and activities, as well as any changes to Board Policies or Bylaws. All updates shall be made within prescribed Arizona State posting timelines.

- c. The AHS 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.

Policy #6

Title: Board Composition and Appointments

Adopted:

Reviewed: 5-2022

Updated:

1. 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.
2. Recruitment of Board members is generally ongoing year-round. Any individuals seeking to serve on the Board must apply through the Arizona State Boards and Commissions portal. With exception to nominations for Chapter appointments, nominations and applications may be submitted by anyone in the public at large; no candidate requires Board approval in advance of applying. The 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.
3. The Board should strive to maintain a back-up pool of potential candidates.
4. The Chapters are responsible for recommending to the Arizona State Boards and Commissions their representatives to the Board. Arizona State Boards and Commissions will directly contact Chapters for their nominations to the Board via the online application portal. If the Chapter fails to submit a name(s) within 45 days of the request, the Board may provide a nominee for consideration.
 - a. The Chapter Representative to the Board shall communicate the respective needs, opportunities, and activities of AHS and the Chapter to the other. Their vote should reflect the interests and priorities of that chapter.
5. Arizona State Boards and Commissions tracks the terms of Board members and updates the Board roster, and makes this information available to the Executive Director and relevant Board members. The Executive Director is responsible for updating Board members as to their term status, and shall do so with reasonable, actionable notice.
6. Vacancies and term limits are monitored by the Board President and Executive Director. Arizona State Boards and Commissions notifies members directly when their terms will expire. It is the elective decision of those members to reapply.
7. Vacancies are confirmed only by the submission of a formal notice of resignation to both the Board and Arizona State Boards and Commissions. The resigning Board member is encouraged to assist in the identification of a replacement.

Part III. Officers

Policy #7

Title: Election of Officers

Adopted:

Reviewed: 5-2022

Updated:

1. The Officers of the Board are defined in Article VII, Section I of the AHS By-Laws. AHS members attending the Annual Meeting, either in person or virtually (as permitted), shall elect the Board's officers from the members of the Board. Proof of membership in

AHS 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:

- a. 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.
 - b. 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.
 - c. As necessary, the updated names of all the candidates shall then be presented to the membership for the vote.
 - d. 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. **This vote may be conducted virtually, provided similar conditions for voter anonymity are maintained.**
 - e. 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.
 - f. **The winner shall be whoever secures a majority of the votes cast in their respective contest.**
 - g. 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.
 - h. A designated proctor or the chair of the Nominating Committee will announce the results.
 - i. Upon the announcement of the election results, the elected individuals immediately assume their positions.
2. **If a vacancy occurs before a scheduled end-of-term limit, the other Officers of the Board shall be notified immediately. The Board shall nominate and elect a member of the Board to fill this officer's position until the next special or general meeting of the Members.**

Part IV. Board Activities

Policy #8

Title: Board Activities

Adopted:

Reviewed: 5-2022

Updated:

Code of Ethics

1. Introduction

- a. The AHS 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 AHS are "fiduciaries" of the state of Arizona. The word **conveys** trust, confidence and good faith above and beyond the legal obligation as a basis of the relationship. This **premise** means that

in all activities pertaining to the business of AHS, the officers and Board members work primarily for the benefit of the state of Arizona and its people.

- b. Members of the Board each possess one (1) vote among a total of 25. No singular member of the Board enjoys a greater status or power of authority than the other, including Board-elected Officers.
 - c. The Board is a governing board and is ultimately responsible for the AHS 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 obligated to ensure that best practices are followed in the care and management of its current and future assets, in support of the AHS's long-term viability. The Board is obliged to develop and define the policies of the AHS as they relate, complement and underscore the statutes and regulations of the state of Arizona. The Board must ensure that all the AHS's assets are properly and effectively used for the benefit of the state and the public.
 - d. In fulfilling these obligations, the Board is obliged to adhere to an ethical code of conduct. Everyone, whether Executive Director, employee, or volunteer, should use the guidelines set forth in this code of conduct to focus their attention on ethical issues as they may arise.
 - e. 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 AHS in a position of compromise.
2. General Department
- a. Members of the Board and all AHS affiliates are expected to act with integrity and objectivity and in accordance with the most stringent ethical principles. They are expected to exercise independent professional judgment comparable with professionals in other disciplines. As government-appointed servants of a public institution, Board members are never completely separable from the institution.
 - b. Any institution-related action by an individual officer or Board member may reflect on the AHS 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.
3. Conflicts of Interest
- a. 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 AHS 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 AHS and not solely as an advocate for activities of sub-units of the institution.
 - b. Board members must maintain, in confidence, information regarding the AHS when that information is not generally available to the public. 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 AHS will, in all cases, prevail.
 - c. 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 AHS.

- d. 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.
 - e. 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 AHS.
 - f. Board members whose individual interests, or the interests of their immediate family members of business associates, conflict or appear to conflict with the interests of the AHS, 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.
4. Property of the Institution
- a. Board members may only use the property of the AHS 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 AHS, 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.
5. Personal Collections
- a. Board members must disclose all circumstances regarding personal collections and collecting activities that parallel or compete with the collecting of the AHS.
 - b. Board members must not use any object that is part of the AHS's collection or under the guardianship of the AHS in their homes or for any other personal purpose.

Policy #9

Title: Board Standing Committees and Responsibilities

Adopted: 12-6-1996

Reviewed: 5-2022

Updated: 3-22-2019

The following duties have been established for the AHS's standing committees, in compliance with the AHS By-Laws. The members of the Board may propose and pass by majority vote the addition or removal of new standing committees, or the creation of temporary committees with prescribed operational timelines. Committees are charged with oversight of AHS operations and its best practices, in compliance with any/all Sunset Review recommendations.

- A. 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.
- B. The assigned committee chair shall be responsible for staffing the committees with Board members.
- C. The Executive Director may, with the consent of the Board President, assign staff members to assist committees in performing their functions.

1. Executive Committee:

- a. The Executive Committee shall be constituted of not more than ten Board members, including the Board President, Vice-President, Secretary, and Treasurer of the Society. If there is not an officer of the Society from a Chapter, that Chapter representative on the Board will serve on the Executive Committee.
 - b. In the case of vacancies, the President shall appoint a successor to complete that term of that person from within the Board, subject to confirmation by the Board at its next meeting.
 - c. The Executive Committee is responsible for the Board Orientation of new appointees.
 - d. The Executive Director shall be an ex-officio, non-voting member of the Executive Committee.
 - e. The Executive Committee shall develop and refine specific performance measures by which the Executive Director can be adequately evaluated. The Executive Committee shall review and evaluate the performance of the Executive Director on an annual basis, and present its report to the Board for approval.
2. Library, Archives and Collections Committee (“LAC”):
 - a. The LAC shall provide information to the Board concerning the AHS’s collections. The LAC shall review policies for collecting, accessioning, and deaccessioning AHS collections to the Board. The LAC shall coordinate and monitor board-approved policies with the Executive Director and appropriate Board Committees, as well as any LAC committees internal to AHS and its staff.
 - b. The LAC shall coordinate and track compliance with all Sunset Review recommendations.
3. Finance Committee:
 - a. The Finance Committee is responsible for oversight of the financial policies of AHS, to review the annual budget as drafted by staff and to make recommendations to the Board.
 - b. The Finance Committee recommends to the Board all financial concerns or considerations that the committee deems of such significance.
 - c. The Finance Committee shall ensure AHS’ compliance with the financial statutes and regulations of the State of Arizona, including tracking Sunset Review recommendations and compliance.
 - d. The Committee shall consist of the Board Treasurer, who shall be the Chair, and such other members of the Board as are deemed necessary.
4. Governance and Policy Committee:
 - a. The Governance and Policy Committee recommends to the Board revisions, deletions, and/or additions to the AHS’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. Arizona Public Meeting Law requires that proposed changes to Policies be given public notice 10 days in advance, and 30 days for proposed changes to Bylaws.
 - b. Any proposed policies and revisions to existing policies shall, under normal circumstances, be referred to the Governance and Policy Committee.
 - c. Suggestions for additions or revisions to Bylaws and Policies may be submitted by any member of the Board.

- d. The Governance and Policy Committee has the authority to review Chapter charters and Chapter bylaw revisions, deletions, and/or amendments to assure accordance with AHS Bylaws and Policies and compliance with the laws of the State of Arizona.
 - e. The Governance and Policy Committee will review and evaluate State of Arizona Audits and Reports that involve the AHS's governance or organizational structure and make recommendations to the Board as and when necessary.
5. Publications Committee:
- a. The Publications Committee has been dissolved; its function of promoting a publication program through AHS has been replaced by a 2022 contract with the University of Arizona Press. Please see the extensive, related discussions in the Board meeting minutes of 4/16/22 and Executive Committee meeting minutes of 4/25/22.
6. Property and Building Committee:
- a. The Property and Building Committee provides the Board with recommendations on matters relating to all real property of the AHS, and recommends action regarding acquisition, management, renovation, repair and disposition of such real properties and improvements.
7. Nominating Committee:
- a. The Nominating Committee nominates members of the Board to fill Officer positions, to be elected at the annual meeting of the Members of the AHS. Nothing herein shall prevent nominations for Officer positions from the floor at the annual meeting of the Members of the AHS.
 - b. The Nominating Committee may identify candidates and encourage their application to the Arizona State Boards and Commissions for positions to the Board.
8. Community Outreach Committee and Certification of Local Historical Organizations ("COC"):
- a. The COC shall nominate, on an annual basis, those persons or organizations to receive the AHS's AI Merito award to be presented at an appropriate venue and to otherwise establish standards for the award.
 - b. The COC 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. Tier 1 organizations must be open to the public, and/or offer educational programming aligned with the organization's mission for a minimum of 416 hours per year.
 - ii. Tier 2 organizations must be open to the public, and/or offer educational programming aligned with the organization's mission for a minimum of 108 hours per year.

Policy #10

Title: Veterans Admission Policy

Adopted: 2-1-2014

Reviewed: 5-2022

Updated: 12-20-2019

1. The AHS shall provide discounted general admission to active duty military members and veterans equal to the discounted rate provided for seniors. The definition of a veteran, per the Veterans Administration is “a person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable.”

Policy #11

Title: Mailing Lists

Adopted: 11-11-2006

Reviewed:

Updated:

- 1.
2. The AHS shall exercise every attempt to protect the private and personal information of its membership and mailing lists.
3. The AHS shall comply with Arizona Public Records Law when information is requested.

Part V. Executive Director

Policy # 12

Title: Board and Executive Director

Adopted: 2005

Reviewed: 5-2022

Updated:

1. Appointment: The Executive Director is selected, appointed, employed on an “at will” basis, and reports to the Board.
2. The Executive Director shall be reviewed and evaluated on their annual performance by the Executive Committee.
3. The job description of the Executive Director is described in Appendix A.
4. Relationship with the Board:
 - a. The Executive Director is an ex officio non-voting member of the Board and all Board committees. In support of the Board, the Executive 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.
 - b. The Executive Director answers to the Board in its collective decisions and may work alongside its individual members on dedicated projects, but does not answer to any one Board member in advance of or against a Board determination on a matter.
 - c. 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.
 - d. In addition, the Executive Director will oversee arrangements for Board and Committee meetings, including meeting notices and associated documents to ensure compliance with the Arizona Open Meeting Law.

Policy #13

Title: Expense Policy-Program Activities

Adopted:

Reviewed: 5-2022

Update

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.
2. The Executive Director will establish and publish general guidelines to apply to expenditures for program activities.
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.

Appendix A. AHS Executive Director, Position Description

1. General Responsibilities

The duties of the Executive Director are:

1. Within the limits of Arizona statutes governing the AHS, and the Bylaws and policies of the Board, operational responsibility for the AHS is delegated by the Board to the Executive Director with commensurate authority to implement the AHS's plans and programs that achieve targeted results. The Executive Director may delegate as appropriate certain aspects of those responsibilities, along with corresponding authority. Ultimate responsibility and accountability for the operation of the AHS remains with the Board and may not be delegated.
2. The Executive Director is responsible for directing and meeting the commitments and operational requirements of the AHS in accordance with guidelines, mission, goals and policies established by the Board. In support of this responsibility, the Executive Director will monitor and report to the Board a measured achievement evaluation of the AHS's stated organizational objectives, initiatives and financial results not less frequently than each scheduled Board meetings.
3. Within the stated policy guidelines, the Executive 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 Executive 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

The Executive Director is responsible for:

1. Planning, developing, coordinating, directing and managing all grant requests, financial gifts, donations of property and sponsorships from private and public sources.
2. Representing the AHS's interests, including professional associations, Federal and State government offices and the Arizona Governor and State Legislature.
3. Providing the necessary vision and personal leadership required to achieve the AHS's goals, plans and operational commitments, commensurate with prominent recognition within the museum profession.
4. Advocating statewide history related educational programs.
5. Providing advice and consultation related to State Historic Properties and monuments and to the State Historic Preservation Officer.
6. 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.
7. Representing the organization before professional associations, the public and the legislature in a manner that enhances the prestige and credibility of the AHS.
8. Developing and monitoring of strategies and initiatives to fulfill the AHS's mission, increase audiences, and ensure financial stability and growth.
9. Approving and accepting monetary and non-monetary donations on behalf of the AHS.
10. Providing finance and human resources oversight through:
11. Reviewing monthly fiscal status reports with the Board of Directors.
12. Approving employee timesheets.

13. Having responsibility for adherence to all ADOA policies.
14. Initiating, reviewing, evaluation and presentation of the annual budget and other budget requests to the Finance Committee, the Executive Committee, and the Board.
15. Assuming the ultimate responsibility for adherence to operating and capital budgets.
16. Supervision of the development and implementation of marketing plans to promote the AHS and its programs.
17. Interfacing with professional groups and continuing education programs.
18. Development of and remaining current on policies, laws, and best practices within the museum profession, through:
19. Participation in the AHS's public affairs and educational programs.
20. Programming activities, including:
21. Providing input for exhibitions, educational programs, and events.
22. Supporting research and assistance to curatorial staff for writing gallery guides, labels or other art related materials as needed or in areas of expertise.
23. Serving as leader or providing staff to manage and lead for travel trip.

2. Development

1. Planning

- a. 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.
- b. 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.
- c. Initiates programs to solicit sponsors and underwriters for exhibitions, special events, educational programming, publications and other activities.
- d. Supervises periodic evaluation of membership levels and benefits, including appropriate recognition, naming opportunities, incentives, and acknowledgments and ensures fulfillment of benefits.

3. Annual Appeal.

1. 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.

4. Grants

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

5. Planned Giving/Capital Endowment

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

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

6. Prospective Donors

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

7. Record Keeping / General

1. Overseeing the production and distribution of all solicitation materials.
2. Tracking the progress of all proposals and ensure that all fulfillment and reporting requirements for grants and sponsorships are met.
3. 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.
4. Establishing, maintaining, and updating individual donor, sponsor, and foundation files, databases, records, and/or other documents related to development.
5. Researching and developing potential technology-based fundraising strategies.
6. Developing and maintaining relationships with professionals in the giving, financial, and estate planning communities.
7. Maintaining current knowledge of new developments affecting donations, taxation of gifts, estate planning and the general philanthropic environment.

8. Relationships – Employees

1. Assuming responsibility and accountability for all personnel actions involving staff and consultants.
2. 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.
3. Conducting regular staff meetings to ensure communication of information throughout the organization.
4. 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.

9. Relationships - Docents/Volunteers/Volunteer Boards

1. Overseeing recognition and appreciation for all docents and volunteers.

2. Building and maintaining excellent volunteer relationships.

10. Relationships - Beyond the Museum

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