



## **FUNCTIONS AND RESPONSIBILITIES OF THE AFP BOARD OF DIRECTORS**

*(Board Approved – April 2021)*

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

Responsibilities as a group are to:

1. establish, revise as necessary and monitor organizational adherence to mission, vision and values, and provide clarification;
  2. approve and evaluate the strategic plan and monitor progress;
  3. assess the ever-changing environment, evaluate the organization's relevance and determine responsive strategies;
  4. ensure the development and delivery of quality programs and member services;
  5. establish and maintain governance policies;
  6. ensure financial resources, stewardship of assets and annual operating budgets with adequate funding to ensure quality staff;
  7. ensure financial solvency and sustainability;
  8. support the AFP Foundations for Philanthropy and stay informed of how its work relates to that of the Association;
  9. appoint independent auditors and ensure financial standards and compliance with board policies;
  10. annually review the performance of the board and take steps for improvement;
  11. act as ambassadors for AFP both inside and outside the organization;
  12. regularly discuss with the CEO matters that are of concern;
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13. review the results achieved by management as compared with AFP's mission, vision and values, strategic plan goals, and the performance of similar organizations;
  14. ensure that all board members are oriented to the organization and the current year and provide mentoring;
  15. ensure that the board and its committees are knowledgeable--through reports and other methods--of the condition of the organization and its operation; and
  16. ask the questions that need to be asked.
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**AFP BOARD MEMBER  
JOB DESCRIPTION**  
*(Board Approved – April 2021)*

Board members are expected to perform three key duties: 1) duty of care by acting as a prudent individual would in their decision-making; 2) the duty of loyalty by placing the Association's interest above their own; and, 3) the duty of obedience by ensuring the Association adheres to its mission.

Requirements

- Demonstrated leadership ability particular to the needs of the Association.
- No less than two (2) years of service to AFP, philanthropy and the community locally and/or internationally.

Preferred

- Relevant Certification
- Five (5) years of experience and/or employment in the profession/industry that serves philanthropy and/or fundraising

Activities

1. Strive to meet the needs of the people you serve.

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

2. Act with other board members as a group to set AFP policies in alignment with the strategic plan; uphold group decisions.

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

3. Ensure that AFP has adequate finances and that money is properly stewarded and responsibly spent.

The Finance Committee works regularly with staff to ensure AFP's funds are spent or invested effectively to ensure financial stability and to deliver the programs and services

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the board has authorized. The committee reports regularly to the board through financial reports and an annual audit.

4. Serve as an advocate for the organization, its mission and its work. Board members make decisions that affect the plans and operation of the whole organization.
5. Make a personally meaningful annual charitable contribution to all of the AFP Foundations for Philanthropy in support of the organizations work and fulfill the fundraising responsibilities of AFP Board Members (see attached: Fundraising Responsibilities of the AFP Board of Directors).
6. Regularly discuss matters of concern with the president and CEO.
7. Attend board meetings and actively participate, including service on committees and as officers; read information provided and ask questions.
8. All board members are to serve on a at least one committee and strive to serve as chair or co-chair of a committee in succession.
9. Attend at least two board meetings each year, and submit a written request in advance to the chair to be excused from any meeting.

AFP will reimburse reasonable and prudent travel costs incurred by board members in the performance of their duties subject to procedures that may be established from time to time. Reimbursement for actual expenses incurred when attending an AFP Board meeting will be 100% for airfare and hotel room nights, and meal per diem reimbursement per meeting per member for travel within North America and members outside North America. AFP Board members are expected to explore possible efficiencies through advanced airfare booking and using the AFP room block rates available to them. Any member who misses three consecutive board meetings without providing written excuse to the chair in advance of each meeting shall forfeit board membership.

10. Complete a board governance assessment questionnaire annually. Board members will be asked, at the end of each year of service, to assess the performance of the board of directors by utilizing the set of standards in this assessment tool. This evaluation will be used to help the board plan for the next year.
  11. Sign a non-disclosure/conflict of interest statement annually.
  12. All board members, whether district or at-large, are strongly encouraged to engage actively in their communities, be those both professional and local, representing AFP and the highest standards of our profession.
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**FUNDRAISING RESPONSIBILITIES OF THE  
AFP BOARD OF DIRECTORS**  
*(Board Approved -April 2021)*

Each member of the board of directors is expected to make a personal commitment to contribute to and assist, if requested, in raising funds for the AFP Foundations for Philanthropy. This commitment consists of:

1. setting an annual goal of funds you will raise through personal contribution and facilitation of others' contributions;
2. working as a group member and assisting the entire board to reach the board goals for fundraising for annual giving and major gift initiatives;
3. assisting in identifying prospective donors;
4. assisting in the stewardship and retention of current donors;
5. requesting and facilitating receipt of major gifts to the AFP Foundations for Philanthropy; and
6. attending and participating actively in board fundraising events