



DOVE BOARD OF DIRECTORS
Position Description & Candidate Priorities

POSITION DESCRIPTION

Mission Statement

DOVE is committed to partnering with diverse communities, families, and individuals impacted by domestic and partner violence. We promote hope, healing, safety, and social change by providing a broad range of preventive and responsive services.

Statement of Welcome and Affirmation

DOVE welcomes refugee and immigrant survivors both documented and undocumented, people with disabilities, people who are D/deaf or hard of hearing, BIPOC (Black, Indigenous, and other People of Color), and LGB, Queer, Trans, and Non-Binary individuals, people of all religions, and individuals whose first language is not English. DOVE welcomes people of all identities, including those not named.

Position Summary:

Members of the Board of Directors of DOVE are a primary force in and personally responsible for enabling the organization to achieve its mission and goals, realize its potential, and fulfill its obligations to the general public. The Board is the governing body of the organization and is responsible for establishing the mission and goals for the organization. The primary role of Board members is to ensure that the organization is well managed and fiscally responsible.

In addition, the Board sets the organization's policies which provide the parameters for the Organization's work. A Board member typically commits to a term of three (3) years, which is renewable for an additional three (3) years.

General Responsibilities (for the entire Board):

- ◆ Ensure that the organization is responsibly managed and is meeting/maintaining legal and contractual obligations.
- ◆ Ensure the long-term financial stability and integrity of the organization. Specifically, ensure that DOVE has the resources it needs to pursue its goals. In order to fulfill this obligation, Board members must: determine how the organization will raise funds; actively participate in fundraising activities; donate money; recruit, steward, and solicit donors; and identify and cultivate potential funding sources.
- ◆ Ensure that the necessary resources for the organization are secured and allocated in a responsible manner.
- ◆ Become familiar with the finances, budget, and financial/ resource needs, and participate in creating and approving the organization's budget, setting financial policy, acquiring adequate insurance, and arranging for an annual financial audit.
- ◆ Hire and supervise the executive staff.
- ◆ Serve as ambassadors and representatives to the community, promoting DOVE for programmatic and fundraising purposes.

- ◆ Establish and support the implementation of the organization's strategic plan and long-term goals, and evaluate the organization's progress toward its goals.
- ◆ Participate in the Board's assessment of its own composition and performance. Make recommendations to strengthen the structure and performance of the Board.
- ◆ Evaluate and assess board composition, and identify and recruit potential board members. Suggest possible nominees to the board and committees who can make significant contributions to the work of the board and the organization. DOVE strives to maintain a board that is diverse with respect to race, ethnicity, socio-economic background, age, sexual orientation, gender identity, physical ability, experience with the issue of domestic violence, and geographic representation throughout DOVE's catchment area.

Individual Responsibilities:

- ◆ Know and make a personal commitment to the mission of the organization.
- ◆ Become and stay informed about the organization's services, policies, and programs.
- ◆ Attend all Board and committee meetings, retreats, functions, and special events, and Board education training; actively participate in discussions and decision-making.
- ◆ Review Agendas and supporting material prior to Board and Committee meetings. Notify President or Committee Chair of any corrections prior to the meeting.
- ◆ Assist the Board in carrying out its fiduciary responsibilities, including reviewing the organization's financial statements, annual audit, etc.
- ◆ Stay informed about the activities of the organization, including reading program reports, and keeping up-to-date on developments in the field of domestic violence.
- ◆ Actively serve on at least one (1) standing Committee; serve on special committees and task forces, and offer to take on special assignments.
- ◆ Make one's particular expertise, contacts, and resources known and available to the organization.
- ◆ Assist in fundraising activities. Commit to making a personal financial contribution to the organization at a level consistent with personal means ("give"), and commit to seeking and soliciting donations (individual and corporate) to the organization ("get") as outlined below.
- ◆ Adhere to Conflict of Interest/Disclosure and Confidentiality policies, and disclose any conflicts of interest as they arise.
- ◆ Adhere to legal responsibilities of nonprofit Boards, including:
 - * *Duty of Care:* The Board member owes the duty to exercise reasonable care when making decisions as a steward of the organization.
 - * *Duty of Loyalty:* The Board member must give undivided allegiance when making decisions affecting the organization. The Board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.
 - * *Duty of Adherence:* The Board member must be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization.

Qualifications for Board Membership

Board members should possess the following qualities:

- ◆ A commitment to the mission and goals of DOVE, Inc., specifically to serving communities, families, and individuals impacted by domestic violence.
- ◆ A commitment to DOVE's Racial Equity, Diversity, Inclusion, and Justice efforts, including actively engaging in learning as an individual and collectively as a member of the Board.
- ◆ A willingness to represent DOVE, Inc. in the community.
- ◆ A willingness to *contribute* personal funds, to solicit funds through personal and professional circles, and to *engage* in fundraising events and activities.

Meeting Times and Commitment

- ◆ Board meetings typically take place the 4th Tuesday monthly (10 of 12 months annually), 5:30-7:30pm, unless other arrangements are made. Approximately 4 times annually the Board will meet in person in Quincy. Other meetings will be held virtually.
- ◆ Committee meetings typically take place 1-2 times per month, depending on committee, in person and/or via conference call.
- ◆ **Overall** time commitment is approximately 10-15 hours per month.

Financial Contribution

In order to further demonstrate commitment and confidence in the services DOVE provides, Board members are asked to donate a meaningful gift to the organization on an annual basis, through donations of their own and through other means. There is no specific personal contribution requirement, but all Board members are expected to contribute personally. The Financial Contribution expectation can be achieved in a variety of different ways: through event ticket sales, cash donations on a monthly or quarterly basis, securing sponsorships and/or advertising in event program books, hosting a house party, securing matching gifts through an employer, and/or inviting friends/family to donate and/or attend a fundraiser. DOVE Staff and Board leadership will actively support all Board members in efforts to fulfill this responsibility, and can brainstorm with each Board member specific ideas and suggestions for how to meet this commitment in ways that fit the Board member's activities, connections, and style. Given the variety of ways the financial contributions can be made, board members are asked to donate and/or raise \$3,000. annually. DOVE expects 100% of Board participation in "giving" and "getting". Board members are encouraged to exceed this goal whenever possible.

CANDIDATE PRIORITIES

An optimal candidate is one who will actively become involved, understands their role in fundraising (give and get) and will serve as an ambassador of the organization. Ideal candidates will feel compelled/moved by the mission, and will think strategically while understanding the constraints (financial, human) of a lean, medium-sized nonprofit organization providing human services. Candidate will live, work, or have some other connection to our catchment area in Norfolk County. We seek candidates who have skills in needed areas, and represent diversity around race, gender identity, LGBTQ/T identity, people with disabilities, and/or experience as survivors of sexual and/or domestic violence, as DOVE strives for its Board to better reflect the communities we serve.

Skill Areas Needed

DOVE's Board of Directors is seeking candidates with skills and experience in the following areas:

- ◆ Communications, Social Media, and Marketing
- ◆ Employment Law and/or Human Resources
- ◆ Finance and Business Management, including Strategic Financial Planning
- ◆ Organizational Development and Management
- ◆ Non-profit, Health, Education and/or Social Services Sectors
- ◆ Philanthropy, Fundraising
- ◆ Property Management, Facilities Management; Development/Contractor
- ◆ Strategic Planning
- ◆ Wealth Management

Racial Equity, Diversity, Inclusion, and Justice

DOVE believes that domestic and sexual violence are inextricably linked with oppression, and that domestic and sexual violence prevention fundamentally requires us to address racism, white supremacy, and other economic and social justice issues. DOVE has made a commitment at all levels of the organization - including Staff and Board - to advancing racial equity, diversity, inclusion, and justice. In September, 2021, the Board of Directors will vote to endorse a new Mission and Vision (below), alongside a Strategic Plan that centers equity and justice for survivors, advocates, and communities.

Mission Statement

Hope, healing, safety, social change. Working together to end domestic and partner violence.

Vision

A community unified in peace, justice, and equity, for the safety and well-being of every individual.

DOVE has engaged AORTA (Anti-Oppression Resource & Training Alliance) Coop (<https://aorta.coop>) to work with the Staff and Board on these efforts, helping to build organizational infrastructure and capacity to strengthen and sustain our work moving forward.

DOVE has committed 5% (2 hrs/wk) of all staff time to participate in active learning regarding justice and equity issues regarding race, gender identity, sexual orientation, ability, etc., to include reading, listening to podcasts, watching webinars, videos, etc. For BIPOC and LGBO/T staff, time can include commitment to self-care and resilience-building as needed.

All current and incoming Board and Staff members are expected to make a personal and meaningful commitment to anti-oppression learning, and to actively engaging in DOVE's organizational efforts to fulfill its new mission and vision. Resources for learning (reading materials, videos, podcasts, training and workshop opportunities, etc.) are available; members of the Board are encouraged to pursue learning opportunities independently as well. DOVE's Strategic Plan will identify specific Goals, Objectives, and Activities to realize the organization's overall commitment to advancing racial and social justice. Starting in FY 2022, the priorities and work of each Board Committee will be informed and guided by these.

Why You Should Consider Service as a DOVE Board Member

DOVE is a tremendous organization, the work of which over the past 43 years has saved and transformed the lives of thousands of survivors. We are at an exciting time, launching new and refreshing existing efforts to better assist survivors who may be at the greatest risk for and experience disproportionate impacts of domestic and partner abuse based on structural issues and their individual social location.

Working on the Board, members actually feel that they individually make a difference for the organization and in the lives of survivors. Board members are consistently proud of the work of the organization and moved by the skills and passion of the dedicated staff.

July, 2021

BOARD COMMITTEES

General Information:

- ◆ The board president appoints the chairperson of each committee.
- ◆ Each committee is accountable to the full board for establishing and meeting measurable goals and objectives within specified time frames.
- ◆ Committees are expected to contribute to the efficient operation of the organization.
- ◆ Committees make recommendations to the board and provide information the board needs to make decisions regarding those recommendations.
- ◆ Agendas should be distributed to committee members in advance and meeting minutes should be maintained and distributed, via the clerk, to all board members.

Committee Chairperson's Responsibilities:

- ◆ Call, attend, and preside over meetings of the committee.
- ◆ Invite the executive director and board president to attend committee meetings. Work with the executive director and board president to identify members to serve on committee.
- ◆ Prepare and distribute agendas in advance of committee meetings.
- ◆ Supervise the work of the committee, delegate responsibilities to accomplish its goals, and report back to the Executive Committee and board on committee activities and recommendations.
- ◆ Record discussions, decisions, and recommendations made by the committee.
- ◆ Delegate responsibilities to other committee members and encourage collaboration within the committee.
- ◆ Evaluate the work of the committee with other committee chairpersons, the board president, and executive director.

Board Affairs & Governance Committee

Purpose: To ensure that the board fulfills its legal, ethical, and functional responsibilities through adequate governance policy development, recruitment strategies, training programs, monitoring of board activities, and evaluation of board members' performance. The Board Affairs & Governance Committee will ensure that the board is able to operate as a high-performing board and govern the organization effectively by:

- ◆ Reviewing governance policies and procedures on an ongoing basis;
- ◆ Recruiting and nominating suitable board members;
- Providing orientation and training programs for board members, and
- Evaluating the performance of individual members and the board as a whole.

Guidelines: Members may include the board president and other board members appointed by the board president.

Duties & Responsibilities:

- A. **Governance Policy Development** - The Committee will ensure that policies are created and periodically reviewed which define:
 - ◆ Roles and responsibilities of the board;
 - ◆ Duties and responsibilities of directors and officers;
 - ◆ Conflict of interest procedures;

- ◆ Procedures for nomination, selection, and removal of directors.
- B. Recruitment and Selection - The Committee will ensure that:
- ◆ The board does not fall below the number of directors required by the by-laws;
 - ◆ The board tracks existing and needed skills, capabilities, qualifications and other desired characteristics currently represented on the board and of candidates sought for board membership.
 - ◆ Directors appointed to the board understand and agree with the mission of the organization and the code of ethics for directors;
 - ◆ Directors appointed to the board understand and agree to the time and participation requirements of board members;
 - ◆ Directors appointed to the board understand and agree to the financial requirements of board members; and
 - ◆ Elections and appointments to the board comply with by-laws and other legal requirements.
- C. Education - The Committee will ensure that directors are able to discuss, debate, and plan the following from a basis of knowledge:
- ◆ the organization's mission, goals, objectives, programs, and services;
 - ◆ the organization's budget and financial statements;
 - ◆ the roles, duties, and responsibilities of the board, committees, individual directors, and the executive director.
- D. Evaluation - The Committee will ensure that the board, its committees, and its members are able to plan their activities with knowledge of the achievements, abilities, strengths, and limitations of current directors, staff, and volunteers.
- E. Accountability - The Committee is accountable to the board of directors for the following tasks:
- ◆ creation and annual review of a 3-5-year plan for board development based on the strategic plan and the annual board assessment;
 - ◆ annual assessment of the board's strengths and weaknesses;
 - ◆ ongoing recruitment of members who can augment the strengths and build on the weaknesses;
 - ◆ training, coaching, and mentoring for directors to develop their own skills as board members;
 - ◆ monitor and assess Board meetings to ensure that they are effective and efficient, interesting and engaging;
 - ◆ monitoring the attendance and contribution of members;
 - ◆ drafting governance policies and budgets for board development;
 - ◆ keeping records of recruitment history: names suggested, who approached, what happened;
 - ◆ producing and keeping current, documents needed for recruitment efforts; and
 - ◆ manage and strengthen board diversity and inclusiveness such that the board represents the communities and individuals the organization serves regarding the following demographics: racial and ethnic diversity, sexual orientation and gender identity, survivor identity, and geographic representation.

Finance & Audit Committee

Purpose: To ensure the organization's financial stability and integrity by providing oversight on its budget, financial policies and operations, and investments.

Guidelines: The treasurer is the chairperson of the Finance Committee. Other members may include the board president, executive director, staff operations director, and other board members appointed by the board president.

Duties and Responsibilities:

- A. Write and regularly update a long-range financial plan for the organization (in conjunction with the Strategic Planning Committee).
- B. Work with the executive director to develop an annual budget and seek approval of the budget from the board.
- C. Personally and actively support the budget to funding sources, provide needed figures and advocate for funding approval.
- D. Establish an investment policy to maximize the organization's revenue and resources and allow the executive director to implement the policy.
- E. Ensure that generally accepted accounting principles (GAAP) are practiced by the organization.
- F. Act as liaison to the board regarding the annual audit to be conducted by an independent auditing firm chosen by the executive director.
- G. Provide regular updates regarding the general financial status of the organization.
- H. Monitor reports on the organization's overall expenditures by reviewing financial data provided by the executive director.
- I. Review monthly financial statements and financial analyses provided by the executive director.
- J. Review and approve key financial and operating policies, goals, and objectives.
- K. Review all proposals that require a long-term commitment of the organization's resources and make recommendations relevant to the adoption of such policies.
- L. Make recommendations regarding authorization of non-budgetary expenditures.
- M. Make recommendations on matters related to financial institutions, including loans, investments, bank accounts, and specific funds established by the organization as recommended by the executive director.
- N. Provide financial perspective and advice on issues being addressed by other board committees as requested.
- O. Provide advice and consultation to the executive director or business manager as requested.
- P. With the approval of the board president, organize and establish subcommittees as needed to fulfill the Financial Committee's duties and responsibilities.

Fundraising Events Committee

Staff Co-Chair: Director of Marketing & Philanthropy

Purpose:

- Host specialized events for donors and potential donors to enrich their relationship with DOVE and expand their knowledge of our work.
- Strategically manage DOVE's fundraising calendar of events including oversight of specific event committees.

Guidelines:

- ◆ Host events and gatherings that draw current and potential donors closer to DOVE's mission - with the goal of further educating the community about our work as well as the purpose of raising funds.
- ◆ Members may include the board president, executive director, director of leadership giving, and other board and staff members, and community members appointed by the Governance Committee.

Duties and Responsibilities:

- A. Develop a yearly calendar of events, including but not limited to, Harvesting Hope, Divas Dance, and B-Boutique Fashion Show.
- B. Continue to improve upon DOVE's special events, and develop new ways to build attendance and support.
- C. Develop additional strategies to identify potential sponsors and participants for events.

Leadership Giving Committee

Staff Co-Chair: Director of Leadership Giving

Purpose: The Leadership Giving Committee will carry out its due diligence function related to assuring fiscal health through philanthropy and fund development. The Committee will partner with staff to institutionalize the philanthropic process within the board and its individual members, ensuring a donor-centered organization.

Guidelines:

- ◆ The Leadership Giving Committee may be divided into subcommittees that collaborate in order to meet predetermined goals and milestones.
- ◆ Members may include the board president, executive director, director of development, other board and staff members, and community members appointed by the Governance Committee.

Duties and Responsibilities

- A. Work with the executive director, director of development, Finance Committee, and Strategic Planning Committee to define the short-term and long-term funding needs of the organization.

- B. Partner with the Governance Committee to assure appropriate articulation of roles and performance expectations in major gift development for this Committee, board of directors and individual board members.
- C. Support, propose, and monitor overall fundraising and development initiatives of the organization.
- D. Encourage active participation from the board in raising and securing funds for the organization overall
- E. Review the funding plan to ensure progress toward annual and long-range funding goals.
- F. Identify and recruit community members to volunteer with the Events Committee and its subcommittees.
- G. Educate board and appropriate staff on the techniques of planned giving, marketing, and individual and corporate donor solicitation.
- H. Represent organization in meetings with funders and prospective funders (public and private) as requested by the executive director.
- I. Identify and pursue new funding sources in concert with executive director and director of development.
- J. Educate and make recommendations regarding fundraising-related policies.
- K. With the approval of the board president, organize and establish subcommittees as needed to fulfill the Leadership Giving Committee's duties and responsibilities.
- L. Help nurture a culture of philanthropy throughout the organization, and assure that all donors of time and money are recognized and respected.

People, Performance, and Compensation Committee

Purpose: To conduct an annual performance evaluation of the executive director, as well as determine and make recommendations regarding the adequacy and reasonableness of the total compensation paid to the executive director. Collaborate with the executive director to routinely assess and make recommendations regarding employee benefit programs.

Guidelines: Members may include the board president and other board members appointed by the board president.

Duties and Responsibilities:

- A. Review and revise the executive director's job description on an annual basis;
- B. Review the executive director's job performance annually - the review may include the following sources of information:
 - ◆ The executive director's own written evaluation of his or her performance, outlining his or her accomplishments and concerns for the year.
 - ◆ Information collected from those staff who report directly to the executive director and/or other members of the staff.
 - ◆ A compilation of the reports submitted to the board, either specifically in preparation for evaluation or throughout the year.
 - ◆ Information from others with whom the executive director interacts and whose perceptions impact organizational performance: clients, funders, collaborating or partnering organizations, and members of the community.
- C. Review "comparable" salary and benefits data using a variety of resources including data from salary and benefit surveys, and evaluating compensation models from other

similar organizations. Relevant factors include budget size, number of employees, geographic region, organization mission, etc.

- D. Determine whether DOVE's compensation and benefit plans, including but not limited to medical and dental, life/AD&D insurance, short-term disability, and other benefit plans are competitive, and make appropriate recommendations to the board as needed.
- E. Oversee the executive director succession process, working collaboratively to ensure organizational stability, as well as an orderly succession, whether via an external search or the identification and development of leaders within the organization.
- F. Ensure designated successors are identified to undertake the responsibilities of executive director on an interim basis should that become necessary, and annually report to the board with respect to the foregoing.

Strategic Planning Committee

Purpose: The Strategic Planning Committee will be formed on an as-needed basis to assess the need for an updated strategic plan, organize the process of creating a new strategic plan, ensure that the organization's most recent strategic plan is translated into an operational plan, and oversee implementation of the short-term and long-term goals.

Guidelines: Members may include the board president, executive director, and other board members appointed by the board president.

Duties and Responsibilities:

- A. Interview, assess, and contract with a consultant/facilitator for the strategic planning process.
- B. Review and comment on plan proposed by consultant.
- C. Act as liaison to the board about the strategic planning process.
- D. Oversee the development of an annual operating plan consistent with the organization's long-term plan.
- E. Oversee implementation of annual operating plan and long-term strategic plan.