



Board Member Roles and Responsibilities

Thank you for your interest and consideration to be a Board Director with the AFP Greater Toronto Chapter. Board membership should be a rewarding experience, providing members with multiple opportunities to learn, share, grow and be in a community with those who care about fundraising.

This past year the AFP GTC Board has been working on a strategy to change how we approach governance. There is power in community. Community is where we organize and mobilize for the culture and as well as the change we need to see in our profession, and within the legislative framework that governs Charitable and Non-profit practices. We believe that our Board is ultimately at its best when it represents the community of our broader membership, not as an isolated group operating through exclusivity.

Nneka Allen, Olumide Akerewusi, and Múthoní Kariukí, have forced AFP-GTC to confront its role in anti-Black racism at both individual and institutional level. In the process, the entire board resigned, and the AFP Greater Toronto Chapter was at risk of shuttering its doors. At this point, Birgit Smith Burton, AFP Global Chair, made the decision to appoint Olumide Akerewusi as interim AFP-GTC president to guide this chapter's vision towards justice. Since then, we have formed an Interim Board that has been tasked with both rebuilding a chapter that has lost trust with its membership while simultaneously bringing back a chapter that was operationally defunct at point of inheritance.

We are now at a critical transition point and are seeking board members who share a collectively reimagined conviction for justice.

We believe there is honour in serving the interests of all our members. We place these collective interests above self-interests or motivations for personal gain. To help you understand if a role on the AFP GTC board is right for you:

- Your primary interest in joining is a passion and a willingness to advance equity in the fundraising community across the GTA - please apply.
- Conversely, if your primary interest in joining is: to grow your career, gain governance experience and/or achieve personal status or recognition then your goals will not align with the culture we seek to change or promote.

The Board of Directors of an incorporated, non-profit membership-based organization is legally responsible for the governance and the best interests of that organization. They are responsible for the development, implementation and monitoring of policies that will allow the



organization to carry out this work.¹ **We anticipate being a Board Director with AFP-GTC will require a time commitment of at least two hours per week (or eight to ten hours per month).** We are looking for Directors who carry an ability to hold and engage in difficult conversations about complex issues and are willing to sometimes make tough decisions.

In recognition of the experiences of racial discrimination, neglect, and deep harm perpetuated by past iterations of the AFP GTC Board to both members and to past and current Board Directors, and **to address decades of Black and Indigenous underrepresentation on the AFP-GTC Board**, candidates with a perspective from a position of lived experience, work experience and connection to underserved and equity-denied communities are especially invited to apply. Candidates should bring experience or expertise in fundraising, not-for-profit organizations, community development, Board or corporate governance, and or human rights.

Below we list the roles and responsibilities of a Board Director to provide further understanding about what is required:

Collectively, the Board must:

1. Uphold the principles of inclusion, diversity, equity and accessibility (IDEA), Indigenous reconciliation and racial equity, and advocate for the rights of diverse fundraisers including those from all under-served and equity-denied population demographics including 2SLGBTQIS+, differently abled, neurodiverse, gender diverse, women, Black and Indigenous people, people of colour, people of faith, older adults and youth, low income, people without a university degree, immigrants, single parents, justice-involved/affected, and those whose first or second language is neither English or French.
2. Determine the governance model and ensure that appropriate organizational policies and structures are in place.
3. Set and implement the mission, vision, and values, of the Chapter and produce/deliver on the objectives of the Chapter's strategic and operational plan.
4. Hire, support, and/or supervise an effective senior manager to lead the day-to-day management obligations of the Chapter.
5. Maintain effective partnerships and communication with the fundraising community, including members, stakeholders, volunteers, and non-members from across the Greater Toronto Area.
6. Maintain fiscal responsibility, including identifying and raising sources of revenue, managing resources, and approving and monitoring annual budgets.
7. Ensure transparency in all communication to members, stakeholders and the public.
8. Evaluate and align the organization's work in relation to the strategic plan.

¹ [Community Literacy of Ontario's Board Governance Resource Guide.](#)



9. Evaluate the work of the Board of Directors, ensuring continuous renewal cycles of the Board, and develop and execute an ongoing plan for Board succession that ensures it is maximizing the Board's diversity in that it is representative of the members and the communities they serve.
10. As much as possible, seek to influence positive change within AFP Global, AFP Canada, and other AFP Chapters, through modelling IDEA behaviours such as racial equity and the dismantling of anti-Black and anti-Indigenous discrimination, and the intersectional issues that create marginalization of people who are not proximate to power.

Individually, each board member must:

1. Act in the best interests of AFP GTC members and the broader fundraising community in the GTA, actively living the values of IDEA and in the pursuit of Reconciliation, Restoration, and Restitution for historic harm and hurt caused by AFP GTC.
2. Understand the roles and responsibilities of being a board member, with specific responsibility for living and promoting *The PROMISE*.
3. Be familiar with the organization's bylaws, policies and procedures, strategic plan, mission.
4. Ensure they avoid conflicts of interest, including operating in the best interest of the organization not in self-interest or the interest of any particular stakeholder group, or the Board Members' owned or affiliated company or employer.
5. Respect confidentiality policies that pertain to membership and board discussions, and speak publicly if the board falls short of its responsibility to serve and prioritize members and the broader GTC fundraising community.
6. Keep informed about the organization's financial activity and legal obligations.
7. Attend and actively participate in all board meetings, well-prepared and ready to govern the organization.

Ideally, before deciding to join a board one should learn the:

- Governance structure the organization operates under
- Collective roles, responsibilities, and functions of the Board within the governing structure
- Individual roles and responsibilities of Board members
- Measurement and standard by which Board members are evaluated
- Time commitment required to serve on the board
- Why principles of racial equity and human rights are important and how to live the principles of IDEA and The PROMISE

This Draft Board Member Roles and Responsibilities document is intended to equip AFP GTC members with information pertaining to the role profile for upcoming board roles within our Chapter.