



# BOARD JOB DESCRIPTIONS



## GENERAL BOARD DIRECTORS' JOB DESCRIPTION

The ISUAA Board of Directors is primarily structured as a governance board. Governance boards provide strategic direction and financial oversight to the nonprofit organization rather than the day-to-day operations. Specific responsibilities of governance board members/directors include but are not limited to, vetting the strategic plan, overseeing the financial health of the organization, ensuring the compliance with state and federal regulations, participating in and leading board committee work, promoting the organization to members and potential members, and assisting with fundraising for the organization as needed. (Partial credit to nonprofitready.org for content)

The ultimate role of the Board is to assist the Association staff and volunteers in carrying out the mission and strategic plan of the Association in concert with the strategic goals of the university and other affiliated organizations, which include learning, scholarship, and engagement.

The role of the Iowa State University Alumni Association Board of Directors is to establish policies consistent with the Association's Constitution and bylaws, regarding the finances, property, management, and activities of the Association for the purpose of engaging constituents in the further advancement of Iowa State University and the Alumni Association. Policy formulation is generally based upon information and recommendations provided by the Talbot Endowed ISUAA President and CEO, Board of Directors, staff, and members, as well as from other alumni, ISU administrators, students, faculty and staff, university constituents, friends, and professional colleagues, and by studying trends or conducting marketing research.



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The Board's Executive Committee supports and encourages individual board director's philanthropic participation in the association's fundraising activities; however, financial giving is not a requirement of ISUAA board service. All personal philanthropic decisions related to the ISUAA are at the individual board director's discretion. The ISUAA or ISU Foundation staff may privately present proposals to individual board directors as they would any other donor prospect. The ISUAA board of directors will be made aware of and exposed to ISUAA giving-related opportunities just as any other prospective donor on an annual basis. These opportunities include, but are not limited to, the following: Wall of Alumni Friends, endowment accounts, galas, sustaining donor program, wish list items, and outright or planned gifts. The board chair, Executive Committee, a current or former director(s), and/or the Talbot endowed ISUAA president and CEO may present proposals to the board requesting across-the-board participation in a special appeal/fundraising program(s) representing full-board support for said activity. Board action on said proposal(s) will determine next steps. Finally, board of directors may be asked to help ISUAA staff with building prospective donor lists, determining fundraising priorities, and/or making donor introductions/solicitations.

## Internal Responsibilities

- Approves the organization's mission and reviews management's performance in achieving it.
- Assesses the ever-changing environment and approves the organization's funding plans, budgets, and expenditures on an annual basis.
- Reviews frequently and approves all major policies that guide and protect the Alumni Association's Board and staff on matters of legal and financial importance.
- Votes according to one's individual conviction and challenges the judgment of others when necessary, yet remains willing to support the decision of the Board and works with fellow Board directors in a spirit of cooperation. Recognizes that the Board chair alone speaks for the Board.
- The Board chair serves as the official representative of and spokesperson for the Board.
- The Board's ethics Policy is found on page 99.

## External Responsibilities

- Works to increase the visibility and vitality of Iowa State University and the Alumni Association.
- Assists with the solicitation of Alumni Association memberships, donations, sponsorships, and other funds.
- Provides input to the campus, when necessary, regarding programs, policies, and actions that appear to jeopardize the quality of an Iowa State degree or the university's and/or the Association's reputation and/or future.
- Refrains overall from actions and involvement that might prove embarrassing to the Association or Iowa State University.



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## **Job Description:**

### *Organization*

- Elects, monitors, appraises, advises, stimulates, supports, rewards, and, if deemed necessary or desirable, works with the president of Iowa State University to change top management. Regularly discusses with the Talbot Endowed ISUAA President and CEO matters that are of concern to that person, the Board, or the president of Iowa State University.
- Annually approves the performance review of the Talbot Endowed ISUAA President and CEO and establishes compensation and benefits policies and practices based on recommendations of the CEO Evaluation Committee, the Executive Committee, and/or the president of Iowa State University.
- Assures that a management succession plan is properly planned.
- Assures that the organizational strength and employee base can substantiate long-range goals.
- Proposes a slate of prospective Board directors to current members and fills vacancies as needed.
- Reviews annually the performance of the Board (including its composition, organization, and responsibilities) and takes steps to improve its performance.
- Familiarizes oneself with and commits to the major responsibilities of a governing not-for-profit board.

### *Operations*

- Compares the organization's performance to that of similar organizations.
- Ensures that the financial structure of the organization will adequately support the current needs and long-range strategy.
- Provides constructive criticism, advice, and comments on any and all aspects of the organization's operation.
- Provides input into the strategic planning and market research initiatives of the organization.
- Adheres to the Board's Attendance Policy.
- Serves on the organization's committees.
- Assists staff at selected alumni activities, on/off campus.
- Recommends candidates for the receipt of awards and/or service on the Association or university/auxiliary committees, boards, or councils.
- Approves all major actions of the organization, such as capital expenditures over the authorized limits and major changes in programs and services.
- Maintains the confidential nature of Board deliberations and avoids acting as spokesperson for the entire board unless specifically authorized to do so.
- Completes self and board assessment forms as well as a committee monitoring form annually.



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## *Fiduciary*

- Ensures that the Board and its committees are adequately informed of the financial condition of the organization and its operation through reports or any other appropriate method.
- Ensures that published reports properly reflect the operating results and financial condition of the organization.
- Ensures that management has established appropriate policies to define and identify conflicts of interest throughout the organization and is diligent in its administration and enforcement of those policies.
- Approves the findings of the annual independent audit.
- Reviews compliance with relevant material laws affecting the organization and its programs and services.
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*Adopted by the ISU Alumni Association Board of Directors on May 22, 2004. Amended February 9, 2023.*

## **BOARD OFFICERS' JOB DESCRIPTIONS**

### **CHAIR**

The Board chair is the senior volunteer leader of the Association who presides at all meetings of the members, the Board of Directors, the Executive Committee, and other meetings as required. The Board chair shall have general charge of and control over the affairs of the Corporation, subject to the direction and control of the Board of Directors, and shall perform other duties as prescribed by the Board of Directors or the Association bylaws. The Board chair oversees implementation of all policies and ensures that appropriate administrative systems are established and maintained.

The board chair is elected by the Board of Directors, reports to the board, and serves a one-year term.

### **Responsibilities:**

- Works with the Talbot Endowed ISUAA President and CEO, Board officers, and committee chairs to develop the agendas for Board meetings, and presides at these meetings.
- Appoints Board directors and associates to key leadership positions, including positions as chair and/or members of Board committees and task forces/advisory work groups and as liaisons.
- Serves as an official representative and spokesperson of the Board.
- Chairs the Executive Committee, and may serve on all other Board committees/task forces/advisory work groups as an ex-officio member.
- Provides a report at each Board meeting regarding all Board-related activities the chair has performed since the previous Board meeting.
- Ensures the execution of the Talbot Endowed ISUAA President and CEO's annual evaluation in accordance with the Board-approved plan.
- If the Board chair is informed by the Vice Chair of Records that a Board director is not adhering to the attendance policy, the Board chair will contact said Board director to discuss.



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- Performs any other duties that are necessary for the successful execution of the mission of the Iowa State University Alumni Association.
- Serves as immediate past chair upon completion of term as chair.

*Adopted by the ISU Alumni Association Board of Directors on February 27, 2004. Amended on February 16, 2007, and May 21, 2010, and May 19, 2023.*

## **CHAIR-ELECT**

The Board's chair-elect shall perform and discharge the duties of the chair in the case of the absence, death, or disability of the chair; shall act as chair-elect of the corporation; shall serve as chair of the Governance Committee; and shall perform such other duties as prescribed by the chair, the Board of Directors, or the Association bylaws.

The Board's chair-elect is elected by the Board of Directors, reports to the Board, and serves a one-year term.

## **Responsibilities:**

- Prepares to assume the office of the Board chair.
- Serves as chair of the Governance Committee.
- Fills the office of Board chair should that office become vacant.
- Assists the Board chair in the execution of his/her duties.
- Serves on the Executive Committee and CEO Evaluation Committees and other committees as appropriate.
- Performs any other duties as assigned by the Board chair.

*Adopted by the ISU Alumni Association Board of Directors on February 27, 2004. Amended on February 16, 2007, May 29, 2009, and May 21, 2010.*

## **CHIEF EXECUTIVE**

The Board, at its discretion, and in consultation with the president of Iowa State University, may hire a chief executive as a member of its staff. The chief executive shall be an ex-officio/non-voting member and officer of the Board, the Board's executive committee, and other committees of the Board. The executive, as an employee of the ISUAA, shall provide full-time effort to the faithful performance of the Talbot Endowed ISUAA President and CEO; shall plan, implement, and direct all ISUAA programs, including working collaboratively with the Board of Directors to assure effective governance and meetings of the ISUAA, actively engaging alumni, students, and friends in support of the ISUAA and the university, producing periodicals and other informational materials of interest to alumni, students, and friends of the university, acting as the conduit and representative of alumni interests, assisting in fund-raising efforts, supporting student engagement with the university and the ISUAA, and management of the ISU Alumni Center; shall serve as the ISUAA representative to the ISU Foundation and participate in University and ISU Foundation activities; shall serve as the ISUAA's official representative at ISU events throughout the year; shall work directly with the ISU president and leadership of Iowa State University to coordinate ISUAA activities with the university and ISU Foundation to achieve mutual benefit, ensuring that ISUAA activities are in harmony with ISU strategic objectives; shall oversee



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and supervise the staff of the ISUAA; shall oversee and responsibly manage the assets, financial and otherwise, of the ISUAA; and shall assure compliance with the Affiliation Agreement between ISUAA and Iowa State University as well as ISUAA and the ISU Foundation. The performance of the executive will be reviewed annually by the Association's Board of Directors and ISUAA staff with input from the ISU president, as well as input from the ISUAA staff at the Board's direction. The chief executive shall perform such other duties as may be assigned by the chair or the Board.

**Reports to:** Iowa State University Alumni Association Board of Directors in consultation with the president of Iowa State University.

**Classification:** Exempt.

## **Position Summary:**

The chief executive is responsible for the overall administration and management of the Association, including service programs, operations, and fundraising. Areas of responsibility include: planning and evaluation, policy development and administration, personnel and fiscal management, and public relations. This is a full-time position, hired by and directly accountable to the Board, in consultation with the university president through its elected Board chair.

## **Responsibilities:**

### *Management and Administration*

- Oversees the Association's day-to-day affairs.
- Develops and facilitates an active planning process and coordinates the various Association programs.
- Develops organizational goals and objectives consistent with Association mission and vision.
- Develops and administers operational policies.
- Oversees all programs, services, and activities to ensure that program objectives are met.
- Oversees the Association's financial development.
- Ensures compliance with funding sources and regulatory requirements.
- Provides information for evaluation of the organization's activities.
- Supervises production of Association publications.
- Maintains and preserves Association records.
- Approves all contracts into which the Association enters.
- Performs any other duties as prescribed by the chair, the Board of Directors, the bylaws of the Association, and/or the university president.



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## *Fiscal*

- Develops, recommends, and monitors the Association's annual and other budgets.
- Procures, manages, and accounts for the Association's funds (except to the extent such duties are assigned to the treasurer).
- Collects, preserves, and disburses the Association's dues and other funds.
- Approves expenditures in accordance with Board-approved expenditure policies.
- Provides for proper fiscal record keeping and reporting.
- Ensures documentation exists for effective audits to be performed.
- Submits quarterly financial statements to the board.

## *Personnel*

- Maintains and supervises the Association's staff.
- Administers Board-approved personnel policies.
- Ensures proper (legal) hiring and termination procedures.
- Provides for adequate evaluation of all staff and volunteers.
- Oversees any and all disciplinary actions.

## *Board Relations*

- Assists the Board chair in planning the agenda and materials for board meetings and retreats.
- Initiates and assists in developing policy recommendations and in setting priorities.
- Facilitates the orientation of new Board directors.
- Works with the Board to raise funds for the Association.
- Staffs Board committees as appropriate.
- Meets with the Immediate Past Chair on a quarterly basis.

## *Public Relations*

- Serves as chief liaison for the Association with the university and other groups.
- Ensures the Association's employees appropriately represent the Association.
- Coordinates representation of the university to legislative bodies and other groups.

*Adopted by the ISU Alumni Association Board of Directors on February 27, 2004. Amended on May 29, 2009 and May 21, 2010.*



# BOARD JOB DESCRIPTIONS

## **IMMEDIATE PAST CHAIR**

The immediate past chair, in consultation with the current officers, is responsible for providing a sense of continuity to the work of the Board.

The immediate past chair serves a one-year term on the Association's Board of Directors.

### **Responsibilities:**

- Serves as chair of the CEO Evaluation Committee.
- Serves on the Executive Committee and executes all functions as outlined in the Executive Committee job description.
- Serves on the Officers Nominating Committee.
- Performs duties as assigned by the Board chair.

*Adopted by the ISU Alumni Association Board of Directors on May 22, 2004. Amended on February 16, 2007, May 29, 2009, and May 21, 2010.*

## **TREASURER**

The treasurer is responsible for consulting with the vice chair of finance regarding any and all matters relating to the funds and finances of the Association.

The treasurer, generally a finance official of the university, is elected by and serves a one-year, renewable, voting, ex-officio term on the Association's Board of Directors.

### **Responsibilities:**

- Works with the Board of Directors to ensure that all financial decisions made by the Board are not in conflict with any policies or contracts held by the university.
- Serves on the Executive Committee and the Finance Committee and executes all functions as outlined in the Executive Committee and Finance Committee job descriptions.
- Performs other duties as assigned by the Board chair.

*Adopted by the ISU Alumni Association Board of Directors on May 22, 2004.*

## **VICE CHAIR OF RECORDS**

The vice chair of records is responsible for making and preserving a record of all proceedings of the meetings of the members of the ISUAA Board of Directors. The vice chair of records shall perform such other duties as prescribed by the chair, the Board of Directors, or the bylaws of the Association.

The vice chair of records is elected by the Board of Directors, reports to the Board, and serves a one-year term.





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## **Responsibilities:**

- Conducts roll call at all meetings of the board as part of the meeting records.
- Reviews and validates the records of all proceedings of the Board of Directors.
- Serves on the Executive Committee and executes all functions as outlined in the Executive Committee job description.
- Informs Board chair if a Board of any Board director is subject to removal due to lack of attendance that is not adhering to the attendance policy.
- Performs any other duties as assigned by the Board chair, the Board of Directors, or the bylaws of the Association.

*Adopted by the ISU Alumni Association Board of Directors on Feb. 27, 2004. Amended on Feb. 16, 2006 and May 19, 2023.*

## **VICE CHAIR OF FINANCE**

The vice chair of finance is responsible for direction of the Board's oversight of the financial activities and is elected by the Board of Directors, reports to the board, and serves a one-year term.

## **Responsibilities:**

- Serves as chair of the Finance Committee and as a member of the Executive Committee.
- Manages, with the Finance Committee, the oversight of Association financial activities.
- Serves as the liaison among the Talbot Endowed ISUAA President and CEO, vice president of finance, and the Finance Committee.
- Oversees the financial aspects of Board decisions.
- As required, assists the Talbot Endowed ISUAA President and CEO and the vice president of finance in preparing the annual and long-term budgets.
- Serves as the Board contact person during the annual independent audit.
- Presents financial information to the Board during its regular meetings.
- Answers Board directors' questions about the financial statement of the Association.
- As required, assists other board directors and committee chairs with appropriate financial matters.
- Participates in the selection of the vice president of finance of the Association.
- Assists the Talbot Endowed ISUAA President and CEO and vice president of finance in the development of relevant and meaningful financial reporting tools to aid them in the day-to-day management of Association activities.
- Performs other such duties as prescribed by the chair, the Board of Directors, or the bylaws of the Association.

*Adopted by the ISU Alumni Association Board of Directors on May 22, 2004. Amended on May 29, 2009.*