



Ten Oaks Project Board Portfolios 2009-2010

Building on discussions at the Spring Board of Directors Retreat, the following reflect tasks and positions for the 2009-2010 Board of Directors. These positions reflect a commitment to more manageable board portfolios, as well as a desire to not overpopulate the Board.

The Board of Directors understands that the positions outlined will not complete all of the work of the Ten Oaks Project. The Board of Directors have also committed to a robust volunteer recruitment and retention strategy to complement these positions as well as the work of the Executive Director.

In addition to the responsibilities listed, all Board of Directors are responsible for the stewardship of the Ten Oaks Project mission, vision, and values, fiduciary responsibility for the organization as a whole, and strategic direction for the project.

PRESIDENT

The President has overall fiduciary responsibility for the organization, including supervision of staff, oversight of the Board of Directors, and ultimate accountability for processes and policies, with significant input from the Executive Director and the Board of Directors. In addition to stewardship of the organization (values, finances, and process) with the Executive Director, the President has the following responsibilities:

- Support for the Board of Directors in fulfilling the responsibilities of their portfolios;
- Working with the members of the Board of Directors and Executive Director to set agendas for Board meetings and retreats, facilitating those meetings, and ensuring the organization discusses and decides on issues of importance;
- Reviewing and signing contracts on behalf of the Ten Oaks Project (contracts are still to be approved in the Budget or by special decision of the Board of Directors);
- Assisting the Board of Directors in the development of a workplan for the year, with regular check-ins to ensure progress;
- Coordinate the strategic planning process for the organization, with significant input from the Executive Director, including the development of a multi-year work and business plan;
- Oversee and support the work of the Executive Director, including reviewing performance, and making recommendations to the Board of Directors on responsibilities and remuneration;



- With the Executive Director, coordinate official comment by the organization, and act as a spokesperson and public ambassador for the Ten Oaks Project;
- Assist in the preparation of grants and, with the coordinating efforts of the Treasurer and Executive Director, ensure solid financial management for the organization; and
- All other duties as may be required.

VICE-PRESIDENT

The Vice-President has a critical role in overall stewardship of the organization, supporting all members of the Board of Directors in general, and the President and the Executive Director in particular. The Vice-President also has special responsibility on the coordination of the administration of the organization, including direction for the organization's policy and procedures, and office systems. Specific responsibilities include:

- Support the Secretary in the review of all policies and procedures of the organization;
- Assist the Executive Director in the management of day-to-day office affairs;
- Coordination of the selection process for adult staff at Camp Ten Oaks and Project Acorn;
- Support the President in overall oversight of the organization, including support for Board Directors and setting strategic direction for the organization.

SECRETARY

The Secretary has overall responsibility for information management within the Ten Oaks Project, notably official minutes, records, policies, and procedures. As a member of the Executive Committee, the Secretary also plays a crucial role in setting overall direction for the organization. In addition, the Secretary fulfills the following functions:

- Write minutes for all meetings of the Board of Directors and of the Executive Committee;
- Assist with the preparation of a governance structure for the organization, in particular the structure of the Board of Directors, the Executive Committee, and all standing committees;
- Conduct an annual review of all bylaws, policies and procedures, providing a timetable for review and re-approval, as well key questions for discussion of the Board;
- File an annual return of the Board's governance structure with Industry Canada, and maintain up to date corporate information with all partners and supra-organizations the Ten Oaks Project belongs to;



- Coordinate corporate record-keeping within the organization, including monthly reports, key documents, and all official records;
- Development and maintenance of the organization's information management policy;
- Oversee the Board of Directors nominations process, including advertising, interviews, and recommendations to the membership;
- Coordinate the organization's annual general meeting; and
- Oversight for all organizational information technology in close collaboration with the Executive Director, including maintaining and managing equipment, managing digital storage of records, recommending policies for an overall IT strategy, and supporting remote access to Ten Oaks Project information.

TREASURER

The Treasurer has overall responsibility for financial management within the Ten Oaks Project, notably the statement of accounts, the master ledger, and the maintenance of the tax receipt master list. As a member of the Executive Committee, the Treasurer also plays a crucial role in setting overall direction for the organization. In addition, the Treasurer fulfills the following functions:

- Oversee the day-to-day financial management of the organization including assuring that bank deposits are prepared, and invoices and other expenses paid;
- Issue all tax receipts and insure they are provided to donors in a timely manner;
- Oversee, with the assistance of the Board of Directors and Executive Director, an annual budget for the organization, including working to establish revenue targets, and likely expenses for all programs and overall administration;
- Prepare, with the assistance of a bookkeeper, monthly financial statements including a statement of accounts and a balance sheet, to be provided to the Board of Directors in a timely manner;
- Provide accurate statements of the organization's finances for grant applications, donor reports, and the annual report to members;
- Coordinate and oversee the annual audit of the organization's finances, including presenting an auditor to members for approval, providing requisite documents, and assuring the filing of the annual charitable return; and
- Monitor and report on the financial picture of the organization, notably progress on revenue targets and budget expenditures.



VOLUNTEER COORDINATOR

Volunteers carry out a significant portion of the work of the Ten Oaks Project. The volunteer coordinator has overall oversight for the recruitment, retention and management of these volunteers. More specifically the volunteer coordinator has the following responsibilities:

- Develop and manage a volunteer recruitment strategy including advertisement of opportunities, interviews and orientation;
- Assist the Secretary with the nominations process for the Board of Directors;
- Create and maintain a database of volunteers;
- Work with other Board of Directors members to identify roles and tasks for volunteers and work with the respective BOD member to manage the volunteer in the performance of these duties;
- Assist in the recruitment and management of events-based volunteers;
- Oversight for the recruitment, retention, management and appreciation of student interns and volunteers;
- Coordinate appropriate recognition for all volunteers.

BOWL-A-THON COORDINATOR

The Bowl-a-thon is a critical fundraiser for the Ten Oaks Project, representing a major portion of the overall operating budget. The Bowl-a-thon coordinator oversees this important event, including overall strategic direction, planning, and implementation. Specific responsibilities for this role include:

- Proposing a date and overall plan to the Board of Directors for the annual fundraiser;
- Oversight of a committee to help plan and run the event
- Oversight of team solicitation and active liaison prior to the event;
- Coordination of and liaison with the event venue;
- Oversight of the solicitation of event sponsors and liaison prior to the event;
- Oversight of the solicitation of event prizes;
- Oversight and drafting of all event materials including forms, letter to sponsors, letters to teams;
- Development and oversight of the online giving portal;
- Coordination of outreach for the event including community organizations and media;
- Work with the volunteer coordinator to identify, manage, and survey volunteers for the event; and
- Overall coordination of the event including logistics, hosting, prizes, and thank-yous



CAMPCURL COORDINATOR

The CampCurl a new initiative for the Ten Oaks Project and represents a critical solidification of TOP presence in Toronto, as well as an important new source of revenue. The CampCurl coordinator oversees this important event, including overall strategic direction, planning, and implementation. Specific responsibilities for this role include:

- Proposing a date and overall plan to the Board of Directors for the annual fundraiser;
- Oversight of a CampCurl committee to help plan and run the event;
- Oversight of team solicitation and active liaison prior to the event;
- Coordination of and liaison with the event venue;
- Oversight of the solicitation of event sponsors and liaison prior to the event;
- Oversight of the solicitation of event prizes;
- Oversight and drafting of all event materials including forms, letter to sponsors, letters to teams;
- Development and oversight of the online giving portal;
- Oversight of outreach for the event including community organizations and media;
- Work with the volunteer coordinator to identify, manage, and survey volunteers for the event; and
- Overall coordination of the event including logistics, hosting, prizes, and thank-yous

DONOR RELATIONS, NATIONAL CAPITAL REGION and DONOR RELATIONS, GREATER TORONTO AREA

The Ten Oaks Project relies heavily on individual donors to maintain its operating budget. The two donor relations positions have responsibility for the overall stewardship of these donors in their respective geographic areas. The Donor Relations, National Capital Region portfolio includes the rest of Canada. The Donor Relations, Greater Toronto Area also has a specific responsibility for coordinating TOP efforts in the GTA. Specific responsibilities include:

- Coordinating the solicitation of funds from individual donors, notably through the spring donor campaign
- Coordinating thank-yous and recognition for all individual donors;
- Ensuring the maintenance of records for all donors;
- Working with the Executive Director to update and maintain donor management software;
- Work with the Marketing and Communication portfolio to prepare donor campaign materials;



- Development and maintenance of a stewardship plan for the organization.

GRANTS

Grants are a key area for revenue development for the Ten Oaks Project going forward. The Grants portfolio is responsible for the overall coordination of this effort, including strategy, grant identification, and planning. Specific responsibilities include:

- Drafting an overall grants strategy for the year for presentation to the Board of Directors;
- Developing a plan for each grant application, including liaising with the Executive Director and the President;
- Assisting with the preparation and follow-up for each individual grant application;
- Coordinating the effort to recognize granting organizations;
- Coordinate the necessary follow-up and reporting for all grants.

COMMUNITY EVENTS AND THIRD-PARTY FUNDRAISERS

While the Executive Director and President serve as official spokespersons for the organization, there is still a greater need for a more general public presence for TOP with other charitable organizations and in the community at large. The Community Relations and Third-Party Fundraisers portfolio oversees these functions as well as coordinating all non-TOP-originated fundraisers. More specific responsibilities include:

- Coordinating an overall TOP outreach plan;
- Coordinating participation in community events on behalf of the Ten Oaks Project;
- Identifying areas for collaboration with other organizations within the LGBTQ community and the community at large;
- Coordinating TOP presence at Pride events;
- Coordinating TOP presence at information fairs and other community events; and
- Coordinating TOP involvement with third-party fundraisers including agreements, presence at events, and thank-yous.

MARKETING AND COMMUNICATIONS

The Ten Oaks Project relies on a clear and consistent public representation of its image, mission, vision and values. The Marketing and Communications portfolio oversees and coordinates these functions, with responsibility for all Ten Oaks Project, Camp Ten Oaks, and Project Acorn external communications, including print and online media. Specific responsibilities include:

- Overall stewardship of the Ten Oaks Project brand;



- Preparation of a Ten Oaks Project marketing and communications strategy for presentation and approval by the Board of Directors;
- Coordinate promotions of Project Acorn and Camp Ten Oaks
- Coordinating marketing materials for Project Acorn and Camp Ten Oaks
- Oversight for the production of print materials (vendor management);
- Maintenance of the Ten Oaks Project online presence, including Facebook and the project web site;
- Oversight for the preparation and design of the organization's Annual Report
- Oversight of the design and ordering of all marketing collateral;
- Coordination of preparation of the organization's mass e-mail communications, notably the monthly newsletter;
- Oversee the content development process for all organizational marketing materials; and
- Media Monitoring and relationship building.

VOLUNTEERS

In addition, volunteers, both in shorter-term and significant roles, ably support the Board of Directors. Particularly crucial are the Project Acorn coordinators and the two Assistant Directors of Camp Ten Oaks. These positions are filled volunteers who report to the Executive Director and do not act as Board Members. From time to time these volunteers collaborate with the Executive Director in providing advice to the Board of Directors, but do not attend regular meetings.



Nomination Form

Please return your completed package to the Ten Oaks Project via mail or email no later than October 2, 2009.

- 1) Completed nominations form
- 2) Attach your most recent resume or curriculum vitae
- 3) Supply two references

Name _____

Address _____

Phone

(home) (_____) - _____ - _____ Primary contact for TOP]

(cell) (_____) - _____ - _____ Primary contact for TOP]

(work) (_____) - _____ - _____ Primary contact for TOP]

E-mail _____

- 1) Why do you want to be a member of the BOD for the Ten Oaks Project?
- 2) What strengths and skills could you bring to the BOD of the Ten Oaks Project?
- 3) How do you think that working on the BOD would benefit you personally?
- 4) BOD Directors spend a minimum of 12 hours per month on work. Depending on your level of involvement and engagement, this hourly commitment might increase. Do you anticipate challenges with meeting this time commitment?
- 5) What do you consider to be the Ten Oaks Project's most important value and why?
- 6) Indicate at least two portfolios in which you'd be interested in working, why and what could you bring to them?
- 6) Is there anything else you would like to add?
- 7) Please supply two references. At least one should be from someone with whom you have worked in an employment capacity or as part of a group.