



Board of Directors Prospect Kit (Revised February 2017)

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1) OPEN CALL FOR BOARD MEMBERSHIP

Independent Arts & Media (IAM) welcomes your interest in our Board of Directors – the leadership and governing body of this unique culture incubator and support agency.

IAM believes that board-building is a careful, deliberative process involving mutual introductions, observation and inquiry between both the Board and prospective new members. This process may also, but not necessarily, include adjunct volunteer and advisory opportunities.

2) OVERVIEW & MISSION

Founded in 2000, IAM is a 501(c)(3) nonprofit organization with a mission to support independent, non-commercial arts and media projects and producers for the purpose of cultivating community and civic participation, and facilitating cultural engagement and free expression.

Through fiscal sponsorship, IAM builds community and horizontal networks to facilitate resource sharing, program collaboration, and audience and community development. We partner strategically with other nonprofit organizations that share our values and goals for using media, journalism, art, and culture to inform and empower public participation in our democratic society. Our ultimate vision is to strengthen a culture of democracy by cultivating arts and media projects that engage neighbors in civic life.

What is Fiscal Sponsorship? Fiscal Sponsorship is an alternative to starting your own nonprofit and seeking federal tax-exempt status from the Internal Revenue Service.

Instead of becoming a 501(c)(3) nonprofit, fiscal sponsorship creates a formal contractual relationship between the “fiscal sponsor,” a tax-exempt nonprofit, and the sponsored project that (usually) does not have its own tax-exempt status. Through financial and programmatic oversight by IAM as the “fiscal sponsor,” our affiliates are then able to receive grants and tax-exempt donations from governments, foundations, and individuals.

Staff: IAM’s day-to-day operations are performed by Board President Lisa Burger under the supervision of the Board of Directors. Financial bookkeeping is performed monthly by a contract financial consultant. All other work is performed by volunteers, including members of the Board.

Annual Operating Budget: \$50,000 (approx.)

Funding:

IAM has historically had a diversified revenue stream that includes *earned income* (fiscal sponsorship fees, event admissions), *individual donors* (many recruited through Board-hosted parties and events), *grants* (prior grantmakers include the Bently Foundation, San Francisco Foundation, Zellerbach Family Foundation, the Walter & Elise Haas Sr. Fund, and the Miner

Anderson Family Foundation), and *corporate gifts*, including in-kind donations and sponsorships from diverse businesses (SalesForce Foundation, Vertical Response, Bi-Rite Market, Lagunitas, and 21st Amendment Brewery).

Board Members also have an annual requirement to “give or get” \$500 or any other amount that is personally significant to them.

3) PROGRAMS

Fiscal Sponsorship & Professional Development

We provide fiscal sponsorship to over 60 diverse projects that use media, journalism, arts and culture to promote dialogue among communities that are not served by mass media or existing institutions. Fiscal sponsorship is an important and invaluable service for the newest and most grassroots arts and media ventures. We provide support and a “home” for creative visionaries at a critical stage in their development – providing a means for tax-deductible fundraising and administrative backup for projects while they focus on honing their craft and independent vision. Our network of projects is extremely diverse in field, audience, voice, and scope. Taken together, they are the frontier of what is possible in independent arts and media. Several of our projects have grown under the umbrella of sponsorship and eventually received their own 501(c)(3) charitable status.

In 2016 IAM received over \$800,000 in donations from individuals, foundations, government, and businesses for our sponsored affiliates. IAM also provides nuts-and-bolts administrative support as well as professional development opportunities to promote our affiliates’ operational, fundraising and programming capacities. IAM’s services are funded, in part, by an administrative fee (ranging from 8% to 12%) on all funding, grants and donations received on behalf of our sponsored affiliates.

Past Programming: Knowledge Sharing

From 2000 to 2009, IAM produced regular D.I.Y. (Do-It-Yourself) workshop series and knowledge-share programs for media producers and culture-makers of all stripes. Workshops focused on how-to and professional-development topics covering the spectrum of creative disciplines, including book and 'zine printing and publishing, photography, visual arts, literature and poetry, grantseeking, art-career tips and practices, business and management tips for musicians, and more.

Workshop series have included “Group Therapy for Artists” (six workshops, Spring 2009), “D.I.Y. Survival” (five workshops, Fall 2009), and the First Symposium for Independent Arts, an all-day workshop and panel series at the Brower Center in Berkeley (Sept. 26, 2009). From 2000 to 2006, IAM also produced 20 to 40 annual technical and professional-development workshops as part of our annual Expo for the Artist & Musician.

Past Programming: Community Connections

Over a ten year period, IAM produced two major, annual exposition/networking events for the independent community of media/arts/culture producers. The *Expo for the Artist & Musician* celebrated its 10th anniversary on Sept. 26, 2009, in Golden Gate Park, with 2,500 attendees, 100+ exhibitors, music, performance, and the large-scale Four Corners Mural Project. The *Journalism Innovations Exposition and Conference* was last staged at the University of San Francisco. It was co-presented with the Society of Professional Journalists from 2008 to 2010, and drew more than 300 attendees per event, plus speakers and presenters from around the nation and the world. Both expositions were put on hiatus in 2011, as part of the strategic reorganization process that commenced that year.

4) BOARD RESPONSIBILITIES, ROLES & OPPORTUNITIES

These responsibilities are shared by all Board Members.

Board Member Term: Two years, with no maximum number of successive terms at this time, as set forth in the IAM Bylaws.

Annual Commitment:

- Participate in at least two quarterly Board meetings per year;
- “Give or get” \$500 or an amount of funding annually that is personally significant to them;
- Join a Board committee that will make effective use of their individual expertise and skill set and/or enable the Board Member to explore and expand a new area of interest;
- Participate in the planning, promotion and production of one Board-initiated event per year (other than ongoing fundraising and programmatic/staff-initiated activities);
- Represent IAM as a recruiter and fundraiser, on an ad-hoc basis, at public and professional events, as appropriate and so long as such activities do not conflict with existing professional and personal commitments.

Monthly Commitment

- Approximately 5-8 hours, distributed between Board meetings, committee meetings and volunteer services;
- Board-initiated events, special projects and benefit events; and
- Staff and program support (event volunteering, promotion of programming via personal and professional networks, etc.).

Board Officers & Members (Elected by the Board of Directors)

- Chair, President
- Treasurer
- Secretary
- Chief Technology Officer
- At-Large Membership

Committees

While only our Executive Committee is currently staffed, the IAM Board is empowered to create other committees as permitted in the Bylaws. These committees have included:

- Communications (recruiting, promo, website and social media management)
- Sponsorship (affiliate relations, professional development)
- Fundraising & Events (parties, programs, Board-initiated activities)

Meetings

Meetings are conducted quarterly in-person in San Francisco or by teleconference. All Board Members must attend at least two meetings per year. Committees may also meet regularly depending on the needs of each committee.

Finance/Fiscal Management

Approving an annual budget and ensuring that the budget is both sound and furthers strategic priorities set forth by planning. Ensuring that appropriate fiscal and financial management policies are in place and monitoring the effectiveness of these policies. Monitoring the financial status of the nonprofit, including monthly and quarterly review of relevant financial statements and annual review of income, expenses, assets, etc.

Human Resources/Board Development/Staff Development

Participating in Board-development activities, including Board Member recruitment, orientation, training, recognition and evaluation. Selecting and supporting IAM's operational staff and governing Executive Committee, including conducting regular performance reviews and providing ongoing assistance as requested. Establishing personnel policies, especially regarding salaries/benefits as part of the annual budget, as appropriate.

Operations

Ensuring that the organizational and legal structures are adequate and appropriate. Ensuring that the nonprofit is adequately insured based on a detailed assessment of risks.

Board-Initiated Events

Such events enable Board members to help produce relevant programming that is fun, advances our mission, covers expenses and raise funding, and builds community and participation. The events must be carefully planned months or more in advance, and in coordination with overall IAM strategic planning and promotional capacity. Board-driven events plug into the IAM program structure, including promotions & intake of attendees into the participant/donor cycle. Events may include collaborative events with affiliates, happy hour fundraisers, panels, workshops, shows/screenings/gallery events, any media/culture/dialogue activity related to our mission, on topics we care about.

Strategic Planning

Planning for the future, including setting the organization's strategic direction and annually reviewing and updating the organization's mission and goals. Determining which programs and services the nonprofit will provide. Setting goals and priorities for the maintenance, improvement, overhaul and/or expansion of new and existing programs and services. Evaluating the nonprofit's programs and services on a regular basis.

The Board of Directors recently completed its 2014-2016 Strategic Plan, which is publicly available on the IAM website. Board Members will be primarily responsible for implementing the action items detailed in the Strategic Plan and flushing out IAM's organizational goals over the next several years.

Fund Development/Philanthropy

Participating in fundraising activities, based on each Board Member's skills and background. Supporting an annual expansion of the organization's internal culture of philanthropy, sustainability and revenue building. Ensuring adequate resources to achieve the organization's well-managed growth; including creating and updating a fund development plan as well as a plan for the stewardship of donors.

Community Relations/Public Affairs/Advocacy

Promoting IAM to the general public, including serving as an emissary of the organization to other community organizations and institutions. Remaining abreast of public policy developments and participating in advocacy efforts as appropriate. Ensuring that programs address community, constituent and stakeholder needs.

5) BOARD MEMBER QUALIFICATIONS

The following are additional prerequisites for Board service:

- Demonstrated interest and commitment to IAM's mission, goals, and values.

- Willingness and ability to represent IAM to the broader community, including but not limited to members of local government, philanthropy, educators, nonprofits, media, businesses, and technology interests.
- Willingness to expand one’s knowledge and Board responsibilities through orientation, ongoing training, documentation of resources and evaluation.
- Commitment to meeting the Board’s “Give or Get” fundraising policy.

6) ETHICS & PRACTICE

- The Board of Directors is responsible for the overall governance of IAM in a manner that is consistent with nonprofit law in California, the organization’s Bylaws and IAM’s mission.
- In partnership with staff, Board Members provide assurance and oversight over major policies and procedures, especially those that impact the long-term health and well-being of the nonprofit.
- The Board is committed to upholding best practices in all aspects of the organization’s work and to embracing broader standards of nonprofit excellence. Serving as stewards who hold the organization in trust for the good of the entire community, Board Members are willing and engaged public ambassadors of IAM who respect the nuances of group leadership. As such, when the Board functions before the public, it speaks with one reasoned voice to all constituents and stakeholders.
- As a group, the Board always acts in the organization’s best interests — especially with respect to conflicts of interest, privacy, confidentiality, and professional codes of conduct.
- When acting as individuals, Board Members contribute in ways that highlight their professional strengths, engage their personal expertise and encourage overall innovation by the Board-at-large.

7) BOARD RECRUITING NEEDS & OPPORTUNITIES

The IAM Board of Directors is vital to our continuing success, and requires the ongoing development of Board Diversity, Leadership and Expertise.

Diversity

As a public-service agency focused on supporting diverse, deep and inclusive dialogue in our democracy, IAM seeks to develop a Board that represents all sectors of society including gender, diverse ethnicities, queer/transgender individuals, persons of all socioeconomic backgrounds and people with disabilities. This includes, in particular, members of communities that are historically underserved by commercial mass media and institutional culture and media agencies.

Leadership

With our focus on empowering voices, IAM seeks Board Members who represent, have contacts with and maintain a sphere of influence in professional and peer communities focused on media/culture production and distribution, and related sectors in public and professional life:

- Technology
- Journalism, Media, Arts and Humanities
- Community Development: Economic, Civic, Social, Cultural, Education
- Government: Public Policy, Advocacy
- Philanthropy

Expertise

The goals of the IAM Board are to provide guidance and support for staff that serve as operating management, enhance its own fundraising capacity, and contribute to the longevity and financial independence of IAM. The following skills and expertise will contribute to these goals:

- Fundraising (donor cultivation, grantwriting and development)
 - Financial & Business Planning (Accounting, budgeting/financial planning)
 - Philanthropy (Foundations/endowments, venture capital, social enterprise)
 - Marketing & Communications (Design, branding, Internet/social media)
 - Nonprofit Management (Operations, planning, facilitation, evaluation, conflict resolution)
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INDEPENDENT ARTS & MEDIA BOARD PROSPECT QUESTIONNAIRE

Please read the entire Board Prospect Kit prior to completing this form.

By responding to the following, you are helping IAM with its goal of building a board that accurately reflects the diverse members and sectors of our community of service and our democracy. Non-disclosure of demographic information is part of your right to privacy and will not impact your nomination.

Legal Name: _____

Professional Affiliation/Title: _____
Title, company, business and/or or agency that IAM can publish with your membership

Mailing Address: _____

State/Zip: _____

Home Ph: _____ Work Ph: _____ Cell Ph: _____

Preferred Email: _____

Web Site(s)/Links: _____

Date of Birth: _____

Work with special interest groups/causes? _____

Languages: _____

Other Nonprofit Affiliations (past/present): _____

Publications: _____

Awards/Milestones: _____

Academic Degrees/Other Education: _____

Volunteerism & Community Leadership (Past/Present): _____

Optional Statement on Diversity (feel free to provide info related to ethnicity/national origin, gender, sexuality, disability, veteran status or other demographic factors you feel are significant to your board candidacy):

Why IAM? Why Now?

1) How did you hear about Independent Arts & Media?

2) Why are you interested in Board service with IAM at this time?

3) Describe your experience with the following three areas: (1) media, journalism, arts, culture, humanities, dialogue, community-building; (2) Do-It-Yourself ethos/lifestyle; and (3) social entrepreneurship:

4) Do you have any specific skills, expertise, or community affiliations that you feel are relevant to Independent Arts & Media and our Board of Directors?

5) Are there specific fundraising methods that appeal to you more than others? Rank the following in order of interest for your involvement:

- Major donors & related networking
- Individual donors and membership programs
- Giving circles
- Grants & foundations
- E-philanthropy
- Special events & house parties
- Direct mail appeals
- Planned giving & matching gifts
- Board development & leadership
- Earned Income
- Other (Please Explain):

6) Please provide the following as attachments to your questionnaire:

- Your current resumé or curriculum vitae
- A short bio outlining career and milestones (75-150 words)

Supporting Materials: Nominees are welcome to submit additional materials with their application; however, IAM cannot guarantee the return of additional items such as videos/DVDs, disks, or printed matter.

Privacy Statement: Service on the Board of Directors may call for making your resumé and/or biographical information available as part of grant applications or other public documents. By providing such information, you are granting Independent Arts & Media the right to use this information for such reasonable purposes only, pending your involvement on the IAM Board of Directors. IAM respects and values the privacy of all nominees, and you can freely opt out of providing any part of information that is requested.

Fiduciary Duty; Confidentiality: Service as a member of the Board of Directors of any organization requires that an individual assume a fiduciary duty to the organization, which includes an obligation of confidentiality. By submitting this application, you acknowledge that you are willing to assume a fiduciary duty to IAM, and have no conflicting interest that would interfere with that duty. In addition, you agree that you will maintain the confidentiality of any private information regarding IAM and its existing or potentially sponsored affiliates that you obtain during the Board application process, including but not limited to organizational, financial, planning, and other information that is ordinarily treated as confidential.

Required Signature: By signing this nominations form below, candidate submits that he/she has reviewed and understands the foregoing Board Member Prospect Kit. Independent Arts & Media reserves the right to respectfully pass on candidates who do not meet the needs of the agency at any given time. If selected to go forward in the nominations review process, your signature indicates your willingness to participate in the candidate review process, in good faith and as your schedule permits, in order to allow the review process to be equitable for all candidates.

Signature of Nominee

Date

Print Name