

## AORE Director Position Description



We are excited that you are interested in serving on AORE's Board of Directors. This is a commitment of time, talent, and energy that will contribute to the success of the Association.

**Purpose of the Board:** The Board of Directors (BOD) shall have supervision, control and direction of the affairs of the Association, shall determine its policies within the limits of the bylaws, and shall have discretion in the disbursement of the Association's funds. The Board will promote the organization's mission, goals, products and services, and advise the Executive Director on the implementation of the Association's missions and goals.

**Responsibilities:** Board members guide the association in a manner that ensures future sustainability through effective, ethical, and legal governance as well as financial oversight practices. Each board member contributes to ensuring that adequate resources are available to advance the mission of the association. BOD share the following responsibilities:

- Organization Leadership:
  - The BOD is responsible for providing overall leadership and oversight for AORE.
- Strategic Framework:
  - The BOD is responsible for the long-range framework for activities of AORE. The BOD is responsible for monitoring AORE's performance and effectiveness in meeting its long-range goals and objectives.
- Policy:
  - The BOD is responsible for oversight, development, and approval of AORE governing policy.
- Board Development and management:
  - The BOD is responsible for organizing its internal affairs, including nominating and/or selective appropriate members, selection of the Executive Committee, succession planning, evaluation its own performance and effectiveness and management of board committees.
- Human Resource:
  - The Executive Committee is responsible for hiring, oversight, development and periodic evaluation of the performance of the Executive Director.
  - The Executive Director is responsible for the hiring oversight, direction, development, and evaluation of all other staff members.
- Finance:
  - The BOD is responsible for maintaining the organization's tax-exempt status and for overall financial oversight including review, approval, and monitoring of the annual budget and quarterly financial reports.
- Fundraising and Fund Development:
  - The BOD is responsible for the oversight of fundraising and fund-development activities. The BOD is also responsible for attracting resources to the organization.
- Public Relations:
  - The BOD is responsible for promoting awareness of, understand of, support for AORE mission, programs, services, and products.

**Duties:** Members of the BOD have a legal duty to be loyal, act responsibly, and made

decisions that are in the best interest of the Association of Outdoor Recreation and Education. Members must be attentive to collective responsibilities of AORE and its members.

- **Duty of Care:**
  - Board members must exercise reasonable care when they make a decision for AORE. In order to meet the reasonable care standard, Board members must take an active and informed role in decision-making.
  - Members do not act independently of the board without prior express permission of the full board.
- **Duty of Loyalty:**
  - Board members must be sure that they are acting with AORE's interests in mind, not their own. They must also comply with the AORE Conflict of Interest Policy, and submit a Conflict of Interest statement annually.
- **Duty of Obedience:**
  - Board members must be faithful to AORE's mission. Their actions must be consistent with AORE's mission statement, Articles of Incorporation, Bylaws, and tax-exemption documentation. AORE's central goals and strategic framework must guide all Board decisions.

**Expectations:** All Board members are expected to take an active role throughout the year. Specific responsibilities will be established annually at the first meeting of the year by the board of directors and executive director. Expectations include, but are not limited to:

- Board Members are dedicated to positioning AORE at the intersection of outdoor recreation and education and the outdoor industry. They are focused on improving this field and the professions wherein.
  - Board members should understand the strategic framework of the Association and be informed of the organization's mission, goals, policies and services.
  - Board members should inform themselves about the issues and history of the Association by reviewing bylaws and minutes of the Association. Professional AORE membership during all times of service.
  - Actively participate in all board meetings (making 80% of board and committee meetings in each fiscal year), discussions and events, paying careful attention to their duties of care, loyalty, obedience and confidentiality.
    - Be well-prepared for all board and committee meetings by reviewing the agenda and any supporting materials provided to them prior to the meeting. Call or email the Executive Director or Board Chair if members have questions that will better prepare them for the meeting.
    - Prepare sufficiently for each Board call or meeting by familiarizing themselves with relevant documents, reports, and history pertaining to the issue or topic at hand.
  - Provide input to relevant issues and communicate to the board.
    - Be respectful and open to the potentially conflicting opinions and points-of-view of fellow directors and avoid conflicts of interest. Sign the conflict of interest policy and abide by the policies passed by the board.
  - Assist in the preparations of updates, reports, and other forms of communication to share the details of the topic, issue, or project.
- Be proactive with communicating to board members, association committees and national office staff via phone or email.
- The BOD commits to a yearly fundraising goal which makes up a portion of the AORE annual budget. As part of this process, each director is expected to:
    - Develop an individual fundraising strategy to raise money on behalf of the association.

- Make an annual donation to the organization at a level commensurate with their resources.
- BOD members are asked to use their sphere of influence to advocate for, and on behalf of, the membership through the “Know 10, Call 10, Thank 10” initiative.
  - Know 10 – Identify potential members or potential areas of advancement for the association.
  - Call 10 – Personal contact to engage with current and lapsed members of AORE to discuss issues relevant to the association.
  - Thank 10 – Show gratitude to the members who have contributed to, and supported AORE.
- BOD members publicly support all decisions made by the full board, even if decisions conflict with your vote.
- Due to board size and succession planning, most board members will serve in an executive role during their term

### **Travel and Time Commitment**

- Board members should anticipate up to 2-6 hours of service per week. This time commitment is in addition to the mid-year meeting, budget approval meetings and conference commitments.
- Is it expected that all board members actively participate in all meetings, which includes: BOD meetings, conference calls, traveling to the mid-year and pre-conference meetings, the AORE Annual Business meeting.
  - Dates and times are determined by the BOD.
  - If traveling to mid-year and pre-conference meetings is cost-prohibitive, there are alternative fiscal means. However, board members are expected to rely primarily on themselves or their employer for financial support. Board travel funds are limited and this should be taken into consideration when you apply.
- Newly elected Board Directors and Executive Officers are expected to attend the pre-conference meeting and annual conference event that follows the election. This typically takes place in the days immediately prior to the yearly conference

**Length of Term:** AORE BOD terms are four years in length.

### **Minimum Qualifications**

- Commitment to support AORE's Strategic Framework.
- Ability to lead with vision and listen with curiosity.
- Management skills for small and large groups both in-person and virtually.
- Ability to work constructively within an association representing membership.
- Ability to meet the legal, fiduciary and ethical requirements of a non-profit board member.
- Ability to raise funds or otherwise attract resources in support of AORE and its mission.
- Working knowledge of the current range of issues facing the outdoor recreation & education industry, as well as the outdoor industry.
- Demonstrated project and personnel management experience.
- Ability to complete tasks on time, and perform self-directed work.
- Ability to promote the AORE enthusiastically.

### **Preferred Qualifications**

- Individuals who are, based upon the identified strategic needs and current BOD composition gaps, subject matter experts or demonstrate a skill set which directly

complements the AORE Strategic Framework (ie. legal, fundraising, vision setting, financial management, etc.).

- 3 or more years in a full-time position.
- Previous experience serving on an AORE committee or other service to the Association.
- Nonprofit, community, or civic leadership experience.
- Experience on a committee comprised of members outside your immediate colleagues.

**Compensation:** Board members are not paid for their services. Members of the BOD shall not receive any compensation for their services as directors; however, BOD members may be reimbursed a reasonable amount for any travel related expenses incurred while performing BOD services for the AORE, if institutional support is denied and if the BOD deems it appropriate and funds are available.

**In Return, AORE Board Members can expect:**

- Professional non-profit management training that focuses on association governance, board and committee leadership, and member engagement skills.
- Greater networking opportunities within the AORE community and the outdoor industry as a whole.
- Increased presence within the professional field and greater exposure for their organization.
- There will be an open door to the Executive Director and Board Chair.
- Clear communication about the needs and issues relevant to AORE.
- Commitment to provide materials necessary to be an ambassador for the mission within the community and participate in fundraising efforts.
- Onboarding, Orientation and continuing education as a board member of AORE.
- Celebration and recognition of dedicated volunteer service.
- A Rewarding way to give back to a broader community of AORE.

**Before Applying**

- Review this information packet and the associated materials.
- Reach out to existing/previous board members to speak about their experiences. Contact information can be found [here](#).
- Discuss the commitments with personal and professional networks to fully understand and ensure you will have capacity to contribute
- Consider the following:
  - AORE recently revisited their Identity Statement. Based upon this review, be able to articulate in application materials:
  - It is expected that BOD members contribute specific skills, knowledge, ability and expertise. Please identify 3-5 specific ways you plan to contribute.
  - Please share an example in the recent past where you contributed to the successful completion of a strategic goal in one of your organizations.
  - What national, state, or local committees or BODs have you served on and in what capacity?
  - Do you have experience in Association or Non-profit work?
  - Do you have experience working with, managing or leading volunteers?
  - How do you intend to balance your job responsibilities with your responsibilities as a board member?
  - The outdoor industry continues to change. What do you see as the greatest challenge as well as greatest opportunity for outdoor recreation and education?

**Application Information**

For more information on how to apply, please visit [aore.org](http://aore.org) or email Renee Alston, Vice Chair, at [ralston@gyfoundation.org](mailto:ralston@gyfoundation.org).

***If you have additional questions about serving as a member of the Board and/or the application process, please reach out to a current Board member. You can find their contact [information here](#).***