



Board of Directors Prospect Kit

(Revised May 2024)

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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.

Our goal is to recruit 10 board members by Summer 2025 representing a diverse spectrum of skills, experiences, and communities.

2) OVERVIEW & MISSION

Founded in 2000, IAM is a 501(c)(3) nonprofit organization with a mission to steward and empower independent arts and media projects that foster community and civic participation, and facilitate cultural engagement and free expression.

Media, journalism, the arts and culture are all arenas of social interaction and civic engagement. Yet even in the Internet era, these arenas are closed to public participation due to commercial or institutional barriers. We champion media producers and culture makers doing significant work to advance civic engagement and cultural participation in our communities and our democracy. Our ultimate vision is to strengthen a culture of democracy by cultivating art and media projects that engage neighbors in civic life.

IAM believes that diverse voices and free expression are a cultural necessity. Through a combination of personalized attention, professional expertise, and an active network, we provide fiscal sponsorship services to support our Affiliate Projects. For over 20 years, for more than 200 organizations and projects, IAM has been a partner in bringing powerful works to our community.

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 Executive Director Lisa Burger under the supervision of the Board of Directors. Financial bookkeeping is performed monthly by a contract financial consultant, Jericha Senyak. Core staff include Operations Manager Miguel Morales and Affiliate Programs & Communications Manager Krystal Beasley, both of whom are part-time.

Annual Operating Budget: \$540,000

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 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 approximately 100 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 2023 IAM received over \$4,868,448 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.

Dandelion Arts Finance Training Program

In 2020-2021 IAM initiated an R&D project to develop the Dandelion Arts Finance Training Program. The ultimate goal of this program is to offer affordable and programmatically accessible financial training opportunities to Bay Area artists and media producers, with an emphasis on engaging historically marginalized communities. In 2022-2023 we hosted a Co-Creator Working Group of Bay Area artists and arts administrators to more fully develop the training program’s curriculum, pedagogy, and educational model, which we anticipate launching in 2024-2025. Initial funding was provided by the Zellerbach Family Foundation and Walter & Elise Haas Fund.

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 three quarterly Board meetings per year;
- Attend Board retreats when scheduled;
- “Give or get” \$500 or an amount of funding annually that is personally significant to them;
- Participate in special projects based on your skills and experience, as needed;
- Attend at least one IAM event per year, such as an Affiliate workshop, showcase presentation, and/or social mixer;
- Represent IAM in the community on an ad-hoc basis, including at public and professional events, as appropriate and so long as such activities do not conflict with existing professional and personal commitments.

Quarterly Commitment:

- Approximately 5-8 hours, distributed between Board meetings and other events;
- Staff and program support (event volunteering, promotion of programming via personal and professional networks, etc.).

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

- President
- Treasurer
- Secretary
- At-Large Membership

Committees

The IAM Board is empowered to create other committees as permitted in the Bylaws. In the past, these committees have included:

- Executive Committee (Executive Director with Board officers)
- Audit (independent committee to review annual audit report)
- Communications (recruiting, promo, website and social media management)
- Affiliate Sponsorship (affiliate relations, professional development)
- Fundraising & Events (parties, programs, Board-initiated activities)

Program Development & Affiliate Services

Provide strategic direction on development of fiscal sponsorship services and programming. Serving as a public representative to assist with recruiting and identifying new Affiliates.

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

Participating in Board-development activities, including Board Member recruitment, orientation, training, recognition and evaluation. Conducting annual performance review of the Executive Director 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.

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, vision, 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 RECRUITMENT 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.

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:

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

Expertise

The following skills and expertise are seen as generally supporting IAM’s mission and vision:

- Fundraising (donor cultivation, grantwriting and development)
 - Financial, Legal & Business Planning
 - Philanthropy (Foundations/endowments, 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

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.

Name: _____

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

Mailing Address: _____

State/Zip: _____

Phone: _____

Preferred Email: _____

Web Site(s)/Links: _____

Date of Birth: _____

Work with special interest groups/causes? _____

Languages: _____

Other Nonprofit Affiliations (past/present): _____

Volunteerism & Community Leadership (Past/Present): _____

Statement on Diversity (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 IAM?

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

3) Do you have any specific skills, expertise, or community affiliations that you feel are relevant to IAM and our Board of Directors?

Please provide the following as attachments to your questionnaire:

- ___ Your current resumé or curriculum vitae
- ___ A short professional or artistic bio for IAM website and public acknowledgments (75-150 words)

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.