

Role of the Board/Board Job Descriptions

Vision

MAS is known as a partner in creating sustainable futures for museums.

The role of the Board is to act as trustees for its members and community it serves. The Board is responsible for creating the vision for the Association, articulating its values and principles, setting goals, developing effective governance policy, meeting and monitoring achievements. As a Policy Governance Board, the MAS Board focuses on governance and does not involve itself in the operations of the organization.

The Board is a high performing body; it looks to the organization's future, examines its role and self-evaluates. The Board sets priorities for its own work to better serve the Association and its membership.

Accordingly, the contributions to the Board will be to:

- Determine what the Museums Association of Saskatchewan should accomplish through its ENDS policies;
- Determine if the Museums Association of Saskatchewan delivers services effectively and efficiently;
- Advocate on behalf of the membership of the Museums Association of Saskatchewan

Write governing policies which, at the broadest levels, define:

- ENDS: Mission, vision, goals, impacts, benefits and outcomes;
- Governance Processes: specifications of how the Board conceives, carries out and monitors its own role;
- Board-Executive Director relationship: How authority is delegated and monitored
- Executive Limitations: constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

Monitor achievement or compliance with policy only against criteria it has previously set, using:

- Internal Reports: Reports authorized by the Executive Director;
- External Reports: Reports from outside individuals or agencies;
- Direct Board Review: Discovery of compliance information by a Director, Committee or Board as a whole.

Evaluate the Executive Director's performance annually based on organizational performance and written policy.

Using the results of monitoring to improve performance by:

- Reviewing existing policies on an ongoing annual cycle;
- Revising existing policies as part of the review process;
- Formulating new policies as determined by the Board

When the Board approves policy, the Executive Director is empowered to make all further

decisions.

Time Commitment for Members of the Board of Directors

Board Meetings

Board meetings are typically held in person but may also be scheduled via Zoom or another virtual platform. In-person Board meetings are usually held over one day and are held on Saturday. The Friday evening before the Saturday can also be used for board meetings that need more time or for committee meetings. Location is based on the residence location of the majority of Board members and had been held in Regina for the past several years. This is subject to change based on the composition of the Board. In the case of Board members who are required to travel for Board meetings, MAS provides accommodations, travel and per diems (meals) for those who live out of town. Board meetings may also be conducted via Zoom which allows Board members to join meetings virtually by video or phone.

There are six Board meetings per year. This includes an orientation meeting which is held in July following the AGM and is mandatory. The orientation meeting may extend to two full days. This is an opportunity for new and returning Board members to learn about working together, gaining an understanding of the organization, learning about the Governance Policy model that the organization operates under and look at priorities for the year. This meeting is typically held in-person but may also be conducted via Zoom due to extenuating circumstances.

A minimum time commitment of about 96 hours per year or approximately 8 hours per month is required for meetings, meeting preparation, committee work and other Board commitments.

Committees

All Board members are required to participate in committee work in addition to attendance at Board meetings. Additional time would be required and work based on the committee work in any given year.

The Board has seven standing committees: Executive, Audit, Nominations, Ownership Linkage, Governance, Executive Director Performance Review and Board Risk Management. The Board may also have other ad hoc committees appointed at any time as needs arise. Currently there is one ad hoc committee: Board Procedures Manual Committee. Committees are expected to undertake work between Board meetings to bring updates/recommendations to the Board for decision.

Committees work in a variety of ways including, but not limited to, Zoom, email and in-person in whichever method works best for that committee. Time is also provided in the agenda of regular Board meetings for committee members to meet face to face.

Membership Linkage

Each spring (usually late May or early June) the Annual General Meeting is held in conjunction with either a mini-conference or full-conference (alternating between years) where the Museums Association of Saskatchewan reports to its membership on yearly operations and to elect Board Members. The Board takes an active role in the Annual General Meeting and hosts a Members' Forum to hold a face-to-face discussion with its membership.

In addition, individual members of the Board attend member meetings including network meetings at least one time per year. There are 11 networks across the province, with Board members attending to receive feedback and take forward any messages from the Board. The schedule and locations are assigned to Board members at a regular Board meeting.

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