



AACTMAD Guide

A guide to the programs and activities of **AACTMAD**

Thank you for your interest and participation in AACTMAD (the Ann Arbor Community of Traditional Music and Dance). AACTMAD is an all-volunteer organization that depends on the experience, skills, energy, and vision of many people who care about traditional music and dance. This guide is meant to provide an overview and serve as an easy reference that will help you understand the organization. Please help us improve it by sending your suggestions to the Secretary.

Edition 1 – April 2000
Edition 2 – May 2004
Edition 3 – December 2004
Edition 4 – April 2005
Edition 6 - April 2006
Edition 9 - April 2009

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Overview

AACTMAD, a non-profit foundation, is a participatory membership organization, which enriches people's lives and sense of community through traditional music, dance, song, and related arts.

AACTMAD fulfills its mission by:

- Organizing events
- Supporting instrumental music and singing
- Supporting the launch of new events
- Supporting a variety of styles of traditional music and dance
- Making the larger community aware of traditional music and dance
- Cooperating with other organizations who are working toward related goals
- Publishing materials that raise awareness of music and dance
- Evaluating the quality of existing programs and working to improve them
- Making sure the resources exist to ensure continuation of these activities

With direct sponsorship of over 200 traditional music, dance, and related events per year, AACTMAD supports the preservation of living musical traditions through lively gatherings where all are welcome. It also supports the efforts of many other groups and individuals, contributing to the success of hundreds more events around the state.

AACTMAD's activities help to strengthen a lively and friendly music and dance community. With almost 300 members, the organization reflects the appeal of active participation in traditional music and dance.

AACTMAD performs activities and services through volunteer committees.

The organization has adopted the Carver Management model (see "Boards that Make a Difference: A New Design for Leadership in Non-Profit and Public Organizations", by John Carver, Jossey-Bass Publications, San Francisco, 1990). Under this model, AACTMAD's Board of Directors is focused on the "ends": what human needs are to be met, for whom, and at what cost (the *What & Why*); while the committees focus on the "means": how those ends are accomplished (the *How*).

Following generally accepted models for nonprofits that enable interested outsiders to easily understand our organization, AACTMAD's financial and activity reporting is organized into these five categories.

- Fundraising — services for obtaining resources
- Membership Development — services and advocacy for the membership
- Program Activities — direct sponsorship of events
- Community Services — direct sponsorship of activities and services for the wider community
- Management and Administration — Board of Directors, officers, and board committees

AACTMAD Website

If you're looking for information that you don't find in this document, try the AACTMAD website. The AACTMAD Office page contains updated versions of key working documents.
<http://www.aactmad.org/office.html>

Familiarity with the contents of the website is highly recommended. If you have suggestions for the site, email info@aactmad.org.

History and Background

Our name includes "Council" as an historical artifact of our founding in 1979. We were formed as a council under an existing 501 (c)(3) public charity foundation, "The Peter Mattis Foundation for the Perpetuation of Traditional Music and Related Arts." This parent foundation also administered an

endowment fund in the name of Peter Mattis. As a council we formed our own set of bylaws distinct from the foundation's bylaws. The parent was organized as a membership organization and we were organized as a director organization. Until the mid 1980s we were basically an organization of groups.

As we evolved through the late 1980s and into the 1990s we began to function as a membership-based organization, with about 45 members in 1995. In the year 2000 we approved a new set of Bylaws that more accurately reflect the manner in which we operate. Even as we continued to grow and became more active within the community our parent was for the most part dormant, as most of the original founders of the foundation had moved away from the Ann Arbor area. Since our council was the active component of our parent we agreed with our parent to invert our legal structure so that the AACTMAD board is the board for the foundation and AACTMAD's bylaws are the bylaws of the foundation. Further, we have filed DBAs ("doing business as") so that the operating name of the foundation is the Ann Arbor Council for Traditional Music and Dance or AACTMAD. Coincident with this change, we also amended our Articles of Incorporation with the State of Michigan so that:

- (1) Articles of Incorporation are consistent with our bylaws and are current with existing legislation governing non-profits, including strengthened indemnification and liability protection
- (2) We established a committee (the Peter Mattis Endowment Committee) as a permanent self-perpetuating committee within the foundation for the purposes of recommending how the endowment is administered. Prior to 2001 we relied on our parent to protect our nonprofit foundation status. It is now up to us to protect this community asset.

So the name filed is "The Peter Mattis Foundation for the Perpetuation of Traditional Music and Related Arts" operating as the "Ann Arbor Council for Traditional Music and Dance" (AACTMAD), a 501 (c)(3) non-profit, membership-based, public charity foundation.

In 2008, the organization's membership voted to change the name to AACTMAD with a tagline of Ann Arbor Community of Traditional Music and Dance. The paperwork to make that official had not been completed as of this update in early March 2009.

Achievements

AACTMAD held its first Long Range Planning session in October of 2001 (see LR Plan – 2001). Some of the achievements related to that session are:

During 2002:

- A mission statement was developed:
The Ann Arbor Council for Traditional Music and Dance, a non-profit foundation, is a participatory membership organization, which enriches people's lives and sense of community through traditional music, dance, song, and related arts.
- A set of Long Range Goals (see LR Goals - 2001) were established:
 - Seek and form collaborative and compatible partnerships
 - Secure long-term use of a facility
 - Implement a fundraising program
 - Formalize long-range planning and budget process
 - Define accountability of committees
 - Develop measures of success
 - Improve the quality of dancing
- An annual budgeting process was established.
- Caller and musician development was supported through establishment of a new 5th Monday series and Brown Bag leaders sessions as well as through several workshop sponsorships.

During 2003:

- Restated Articles of Incorporation and DBAs were filed.
- An expanded Scholarship program was established.
- The Carver management model was adopted.
- The Facility Committee was chartered to find stable long term space.
- Caller and musician development was supported through continuing workshops and dance sponsorships.

During 2004:

- A set of financial processes was formalized.
- The budgeting process was amended to focus on quality improvement.
- Our initial 990 information return was filed with the IRS.
- Plans were set in place for a 2nd Long Range Planning session (Mar of 2005).
- Expanded programming with through incorporation of the Midwest Morris Ale as an AACTMAD committee.
- The Community Resource Credit program was established with the Ann Arbor Public High Schools.
- Caller and musician development was supported through continuing workshops and dance sponsorships.

During 2005:

- Our three websites were integrated and expanded into a single website: www.aactmad.org
- Our first Residency program was established with the Rudolf Steiner School in Ann Arbor.
- The 2nd Long Range Planning session was held in March to review and renew our commitment to our long range goals.
- Caller and musician development was supported through continuing workshops and dance sponsorships.

During 2006 – 2009:

- Updated long-range plan with an expansive "Objectives and Ideas" document covering five areas of focus
- Expanded programming with an additional monthly contra dance, quarterly fusion dance, and a weekly swing dance organized by new AACTMAD committees.
- Expanded outreach programming through Community Partnering collaborations with the Ann Arbor District Library and several schools, home school, and church groups.
- Consistently developed new English country dance leaders through mentoring sessions.
- Worked consistently in pursuit of creating a music and dance-friendly facility.

Directors and Officers

The board of directors is committed to the long-range/strategic goals of AACTMAD, sets the direction for the organization, and oversees its activities. The work of the organization's public activities and services is done by its committees. The following summary of key "Carver Management model" principles, in use by AACTMAD, may help you in policy-making decisions:

- The Board is the Trustee for the organization's ownership (the Public and the Membership), and its primary accountability is to that ownership.
- The Board's job is to prescribe the "ends" for the organization. It deals with "means" only by saying what is unacceptable.
- In developing policies, the Board should resolve the largest policy issue in any category before dealing with smaller issues in that category. It may proceed to successively smaller issues, but it should always do so in sequence. It should stop at the level of specificity where it is willing to accept any reasonable interpretation of the policy.
- The Board empowers its committees to make any reasonable interpretation of its policies, as long as that interpretation conforms to the "ends" and existing limitations imposed by the board.
- The Board monitors the performance of its committees, but only against previously set criteria.
- Board committees work only at the Board level, preparing policy alternatives and their implications for review and deliberation by the Board.
- The Board's major tasks are the determination of the organization's "ends," and linkage with the organization's ownership.

The board passed the following resolution in August of 2003:

The AACTMAD board of directors has resolved to operate in the spirit of the Carver nonprofit model, focusing the board's efforts on determining the ends for which the organization is chartered. It is our intention to leave the specific means by which the ends are achieved to the committees working under as few restrictions as possible. We have adopted this model because

we think it is the most effective way to advance the mission of AACTMAD by allowing the organization:

- *To serve a wider variety of relevant interests*
- *To benefit from the enthusiasm and creativity of committee members*
- *To evolve over time to meet future needs we can't predict today*

The Board of directors as a whole of any nonprofit is charged with:

- Setting the direction for the organization
- Creating and updating the long-range plan
- Overseeing the activities of the organization
- Securing and protecting the resources of the organization

Individual board members' responsibilities:

- Read and understand the Bylaws and existing policies
- Attend AACTMAD Board meetings
- Stay aware of AACTMAD committee activities
- Participate in at least one committee or serve as an officer, if possible
- Represent AACTMAD to the larger community and to other dance communities
- Bring concerns of the membership and the larger community to the board
- Contribute to decision making and policies with other board members, using his or her unique talents, skills, and points of view
- Approve annual budgets and special funding requests as necessary
- Actively participate in discussions regarding AACTMAD's short- and long-term plans

Under Michigan statutes, corporate directors and officers have a legal duty to act responsibly and in the best interests of the corporation. This is called their statutory "duty of care," which is generally accepted to mean acting in good faith, with reasonable inquiry, and as an ordinarily prudent person in a like position would. The IRS likes to see that we have a representative and financially disinterested governing body that reflects a range of public interests. Note that these are *public* interests, not simply *membership* interests. Article IV of our Bylaws delineates the specific responsibilities of a director.

"Financially disinterested" means that none of the board members or other active individuals are gaining financially as an individual from their actions or decisions. Board members may choose to recuse themselves, or abstain from voting, on issues that could be construed as a "conflict of interest."

Because we are a 501 (c)(3) nonprofit foundation, there are specific legal, financial, and moral responsibilities that we are required to adhere to. The advantage of the foundation status is that it carries more *public weight*. The resource section of this Guide lists several sources for more information.

Meeting procedures

(References: AACTMAD Bylaws; Michigan Nonprofit Management Manual (2nd edition); AACTMAD's legal counsel, and The State of Michigan Nonprofit Corporation Act & Related Statutes.)

Attendance: Meetings of the board are open to members and any person invited by a Director.

Meeting agendas: The president is charged with setting a tentative meeting agenda prior to the meeting. The agenda is modified and/or approved by the board/committee as the first item of business. This allows you as a group to think about the meeting topics ahead of time, accommodate last-minute items, and agree on the priority of items and the amount of time planned for each.

Email voting: AACTMAD's bylaws make no provision for voting by email. Our legal counsel (Ralph Rumsey of McGill & Rumsey) has said that it is not clear that the law allows for voting by email. Article IV-G (telephone conferences) & H (Actions taken without a meeting require unanimous

written consents) make provisions for the board to deal with emergencies that arise between meetings.

Keeping records and minutes: Section 4.1.5 of the Michigan Nonprofit Management Manual states: "... Motions, and the names of directors who made and seconded the motions, should be stated with names of directors voting aye, nay, and abstaining. ..."

Meeting mechanics: Robert's Rules of Order may be a useful tool for running meetings; however, it is not required that meetings be run using Robert's Rule. The 3rd edition of "The Michigan Nonprofit Management Manual" explains Robert's Rules of Order and is available for borrowing from the NEW Center library.

Electing officers

At the first board meeting following the annual election, the first order of business is usually to elect officers and two nominating committee members from among the board members. Then board members may choose to set up a workable meeting schedule, identify short-term goals, set committee reporting schedules, as well as take up other unfinished and new business.

Article V of our Bylaws lists the responsibilities of the officers. Here's a functional summary:

President

- Confirms existing committee chairs and/or recruits volunteers to serve as committee chairs.
- Develops and distributes meeting agendas for each meeting in conjunction with other board members
- Runs the monthly meetings
- Recommends committee chairs for board approval
- Fosters team spirit within the board
- Is an ambassador for AACTMAD in the larger community

Vice President

- Serves as a voting member of the Peter Mattis Endowment Committee
- Liaison to the Peter Mattis Endowment, Dawn Dance Weekend, and POB committees
- Backs up the president on request

Treasurer

- Insures the financial integrity of the organization
- Serves as a member of the finance committee
- Makes sure committees submit regular income and expense reports
- Leads the financial reporting process
- Organizes an outside financial audit, as directed by the board

Secretary

- Takes minutes of each meeting (or sees that minutes are taken) and distributes them to board members and other interested AACTMAD members
- Maintains the organization's records
- Sees that the list of board members and their contact information is maintained
- Notifies members of meeting times and locations

Note that the officers are ultimately responsible to see that these functions are carried out but that they often engage other volunteers and or committees to assist them.

AACTMAD Committees

The organization accomplishes its mission by delegating the activities to committees.

Committee chairs must be members of AACTMAD. They do not need to be members of the Board of Directors. Committee chairs are responsible for reporting to the board on their planned and actual

activities and the budgeted and actual financial status of their committee's actions. The board reviews all AACTMAD committee plans and budgets during its annual budgeting process (see Annual Budgeting Process section). Committee chair responsibilities include the following:

- Support the organization's mission
- Organize a group of volunteer committee members to effectively create and promote high-quality programs or activities that meet AACTMAD or community needs
- Call committee meetings as needed, develop agendas, record proceedings, and follow up on assigned tasks
- Report to the board on the committee's activities, goals, results, income and expenses as requested
- Abide by AACTMAD policies and any nonprofit legal requirements

This checklist is provided to assist committees and the board in assessing committee plans:

- Is your mission statement correct?
- What are your short- and long-term goals?
- What is your plan for accomplishing your goals?
- How are you evaluating the quality of your activity?
- Do you need AACTMAD non-financial resources or help in specific areas?
- Do you plan to use AACTMAD funds, and if so do you have a budget?
- Are there fundraising opportunities specific to your committee's activities?
- Do you have task descriptions and associated time commitments?
- What is your communication plan for the board, the membership, and the public?
- Are there other committees you should be coordinating with?
- Are you holding meetings and keeping minutes?
- Are you submitting income and expense reports to the treasurer, accurately and on a timely basis?
- Are you training your replacements and/or backups and maintaining documentation useful for those who follow you?

The annual budgeting process asks many of these questions of the committees. The intent is to assist in the development and improvement of the activities through a disciplined planning process. By agreeing on a clear direction, the board empowers the committees to accomplish their mission with minimal board intervention, allowing the entire organization to accomplish more. Board members are encouraged to take part in one or more committees, depending on their interests and skills. However, when board members serve on committees they are serving in that role as a committee member not in their role as a board member.

Board Committees In addition to the committees within the Membership Development, Program Activities, and Community Service categories, the following standing committees exist to serve the *internal* needs of the entire organization and primarily make recommendations to the board:

Executive - (see Article VI of the Bylaws)

Finance - makes recommendations about the structure and procedures for the financial systems, with the goal of simplifying the budgeting, standard reporting, and fund raising functions. We provide continuity for the transitions between outgoing and incoming treasurers. (See the Financial section for more details.)

Fund Raising - seeks to identify specific needs and make recommendations about matching outside sources of funds and appropriate granting opportunities. We make recommendations to the board about opportunities to diversify revenue sources for AACTMAD. We look for creative ways to implement fund raising campaigns. We gather and provide information in order to assist committees raise needed funds.

Marketing - recommends goals and programs for achieving growth and awareness of AACTMAD outside of the organization.

Nominating - Article VII of our Bylaws delineates the responsibilities of the Nominating committee. The committee recruits qualified board member candidates and orient them to help them be effective. (See the Nominating committee section for more information about the process and deliverables of this committee.)

The Dawn Dance Weekend, Midwest Morris Ale, Peter Mattis Endowment, and POB committees operate with permanently **restricted funds** (in other words, their activities are carried out with their own self-directed funds). The Vice president serves on these committees in order to maintain an open line of communication between the board and these committees. All other committees and activities are funded from the General Fund.

In addition to the above listed committees, AACTMAD is also a founding member of the Folk Alliance and is a center of the Country Dance and Song Society (CDSS). **Liaisons** represent AACTMAD to these outside organizations and keep AACTMAD informed about their activities, accept and direct mail, and renew AACTMAD's annual membership in these organizations. Liaisons must be members of both AACTMAD and the related organization.

Financial Reporting

Article V-D of our Bylaws explains that the Treasurer is responsible for financial reporting, record keeping, and filing. However, ultimately the State of Michigan statutes impose responsibility on all directors for the legal, financial, and moral integrity of our organization. It is prudent to ensure that the financial reports provided are reasonable and timely. If something seems to deviate from what your common sense or past experience would lead you to believe, ask questions. The meeting minutes should reflect your questions and the subsequent answers serve as the record that you have acted as a prudent individual in a similar situation.

AACTMAD's fiscal year is the calendar year. AACTMAD uses the cash method of accounting. As a public foundation we are required to allow public access to our financial records. Standard financial reporting includes balance sheets, income statements, and cash flow or changes in fund balance statements. Directors use these reports in making decisions about budgets, grants, etc. Other organizations that we approach for financial assistance will require that they be clear, accurate, and timely.

As the organization has grown in size and complexity, the board has decided to request assistance from a qualified CPA and the possibility of audits. Because we must meet certain IRS tests as a public charity foundation, it is good to arrange for skilled help in setting up and maintaining our chart of accounts. We follow recommended practices that allow us to easily report our compliance. Prior to 2001, our financial reporting was rolled into the Peter Mattis Foundation's books. Since 2003, AACTMAD is responsible for the financial reporting and all necessary federal, state, and local filings (see the IRS & MI Filings section).

All AACTMAD income can be attributed to one of the following general types of funds:

- Unrestricted fund - for general operations of AACTMAD.
- Restricted fund - for donations where the donor has specified restricted use of the moneys.
- Land, Building, and Equipment fund - fixed assets.
- Endowment fund - principal cannot be spent, but its interest income can be.
- "Board-designated" fund - portions of the Unrestricted earmarked for specific purposes.

At the present time we maintain an unrestricted General Fund, and three restricted funds (one each for Dawn Dance Weekend, Midwest Morris Ale, and POB) and an endowment fund restricted for use by the Peter Mattis Endowment committee. In addition to our bank accounts, for practical reasons, some committees hold small amounts of operating cash. The Treasurer provides forms to be completed, which serve as a record of all income, donations, and expenses. The committees are responsible for submitting these forms for purposes of reconciling and balancing the fund accounts for the entire organization.

Financial reporting forms

Monthly submission of Income & Expense reports

All reporting depends on timely submission of "Income & Expense Reports." No reimbursements are paid without valid receipts or invoices, which along with any paper forms are due, by the 5th of the month following any activity.

Operating Statements

These compare actual to approved budgeted amounts from the beginning of the season to the present (3 per season, covering the 1st four months, the 1st eight months, and the entire twelve-month period. These also show the current balances in each of our Funds.

Financial Statements

These cover our most recent two fiscal years (Jan 1 through Dec 31) and include Statement of Activities, Statement of Financial Position, and Statement of Fund Balances.

IRS 1099 and Summary Transmittal

These are filed with the IRS (copies to the individual) for any individual receiving \$600 during our most recent fiscal year.

IRS tax return (form 990)

This is our annual tax return filed with the IRS and published on our website.

See Deadlines for a summary of the reporting cycles and responsibilities. All paper and electronic records are retained for seven years.

Annual Budget Process

The goal of this process is to exercise a simple, fair and accountable way for the Board of Directors to evaluate and make decisions on proposals for the use of AACTMAD funds and resources. This section explains the approved process to be followed in implementing the Budget Policy (see Policy section). For clarity, we refer to two types of requests as: (a) budgeted, or requests made by May 31 for funding during the next season which begins on September 1; and (b) ad hoc grants, or requests for funding submitted outside the seasonal budgeting process.

Total set-asides (from the General Fund). Each year during the months of April and May (deadline is May 31) the Board will determine what resources will be available for the upcoming season, which begins on Sep 1. A dollar amount will be set to fund requests (received by May 31) for new and continuing support from the General Fund. Optionally, the board may also set a dollar amount to be used to fund any grant requests received after the new season begins on Sep 1 (for example, for ad hoc grants) and the amount it may wish to invest for the coming year. The board will also agree on a place and date for a meeting ("Budget Meeting" to occur after June 20 and before August 1) which allows directors adequate time for their rating process.

Annual reporting and requests by committees and/or new requestors. The Treasurer, with assistance from the Finance Committee, will provide all existing committees and or individuals who received resources during the current season and any who wish to request resources for the upcoming season with a packet, which at a minimum, consists of: (a) the latest available Financial and Operating statements, (b) an "Annual Report & Request for Resources" ("ARRR" form), and a return envelope. These packets will be provided no later than May 1. Completed ARRRs are to be returned to the Treasurer no later than May 31.

Rating process. The Treasurer will make copies of the returned ARRRs along with a "Rating" form and its instruction sheet available to all directors in a timely manner so that directors have adequate time prior to the Budget meeting. Each director will return their completed ratings to the Treasurer for compilation of the overall averages prior to the Budget meeting. The president will also designate one other director to assist the Treasurer in compiling the averages of the ratings.

Budget meeting (prior to Aug 1). The Treasurer will bring the completed Overall Averages Chart (rows showing requests and columns showing individual ratings with an “Overall Average” column) to this meeting. The following process will then be used:

- Any request for which 50% of the Board members assign a rating of 1 (inappropriate for support) will be removed from further consideration.
- Any request for which 50% of the Board members assign a rating of 2 (potential support pending revision and resubmission) will be removed from consideration and a Board member will be identified to assist in revision of the proposal.
- The results of the tally will be presented for discussion and decision. Any request still under consideration, which received at least one rating of 1, requires discussion. Careful attention will be given to compile written comments, suggestions, and or other appropriate feedback for the requestors.
- Support will then be approved for the remaining requests. If the total approved support exceeds the resources that have been made available for the upcoming year, the requests will be ranked according to average scores. Support will then be allocated until resources are depleted.

Feedback to the committees and the membership:

The President will inform each of requestors as to the disposition of their request and provide the written feedback to them. The Treasurer will prepare an “Approved Budget” report to be included in the August membership mailing.

Storage and archival of records. All originals of the requests, completed rating forms, and the overall averages are organized and stored by the Treasurer. Retention is seven years.

Ad Hoc Grant/Funding Requests

AACTMAD serves the music and dance community by financially supporting various types of programs. During its budgeting process the board may decide to set aside an amount (Discretionary Funds) that it can then allocate during the upcoming season to support requests that are submitted after the season begins. The board has created a task force to establish a policy and process to facilitate these types of requests. Requests for discretionary funds are made by filling out the “Annual Report & Request for Resources” (“ARRR” form) which is available in the “AACTMAD Office” section of the website.

Questions that might be asked about any grant request:

- Is this in line with AACTMAD’s mission? Does it offer something of value to the community?
- Are the requestors able to clearly explain their goals and objectives, and are they written down?
- Are their plans and budgets clearly thought out and do you understand them?
- Are all projected costs and revenues included? Are they valid and realistic?
- Who are the sponsors/organizers and what level of experience do they have? Do they need help from an experienced event organizer?
- How will they measure the success of the project or event?
- How do they evaluate the quality of their project or event(s)? How do they work to improve the quality?
- How will the requestor respond back to the Board with their results? In writing?
- Are there alternative sources of funding or other shareable resources they should consider?
- Does the Board or the requestor have any potential conflicts of interest?
- Should support be granted conditionally based on specific contingencies?

Nominating Committee

The Nominating committee is responsible for recruiting qualified board members who can help the organization set and achieve its long- and short-term goals, and for running an annual election to install new board members. Once the board members take office, the Nominating committee provides an orientation for new members and continues to be interested in seeing them operate effectively as directors and may offer ongoing support for the board during their term of service.

The Nominating committee has five members.

- Three are elected by the membership: each serves a three-year term (they cannot be members of the Board)
- Two are members of the Board of directors: each serves a maximum of two one-year terms

The committee's task is to find and **cultivate** individuals who combine a commitment to traditional music and dance with the experience and knowledge we need. In this process, we may approach and cultivate people who do not in the end join the board, but by being aware of the organization and its goals they may help us in other ways or provide helpful connections.

The following points summarize the main steps in the process of board member recruiting:

- Assess board composition
 - What are the organization's strategic goals?
 - What skills are needed to achieve them?
 - What skills does the board now have and where are the gaps?
 - How do you find the right people and get them to give the time? (People do things to be part of a group, because they want to help, or for professional development)
- Identify candidates with skills and commitment
- Cultivate candidates (tell them about the organization, invite them to special events; ask them to serve on a committee; give them a copy of the board member handbook)
- Recruit candidates (interview them; introduce them to other board members)
- Work with the Board to set Annual Meeting date, make sure content is planned for the Annual Meeting, and publicize the meeting to the membership
- Nominate candidates
- Count ballots. Receive mail-in ballots; count ballots in a verifiable way; announce election results
- Orient new board members before their first meeting. Welcome them formally to the board and provide background info to help them get started.
- Engage new members. Consider arranging for board member mentors.
- Involve outgoing board members in a useful way, as advisors, ambassadors, committee members, and so on.

Following are points to consider in identifying potential board members:

AACTMAD strategic goals (see LR Goals – 2001)

Skills needed to achieve those goals:

- Experience with music and dance activities
- Finance, nonprofit financial planning, fund-raising, grant-writing
- Nonprofit governance, legal
- Real estate
- Management, marketing, communications
- Creating programs to build and energize our membership, including people under 40
- Partnering with compatible community groups

Characteristics of prospective board members:

- Share the values of the organization
- Bring important knowledge or skill
- Have capacity for growth
- Are results oriented
- Are team players; can listen to others' ideas and come up with shared solutions
- Have time and willingness to contribute eight hours a month

Although the committee faces a real set of deadlines for recommending a slate for the annual April election, it is most successful when it pursues its activities throughout the year.

Resources

AACTMAD Members. The membership is a great resource. Members subscribe to the objectives of AACTMAD, have skills and talent, and are involved in communities other than AACTMAD. Many members fill out the volunteer form indicating how they thought they might be able to help. It's helpful for a prospective volunteer if you can be clear in what you need done, what outcomes are expected, how much time might be involved, etc. Members are pleased when you ask them to do something because it makes them feel like they are an integral part of the organization. It's good to communicate with the membership about what the Board and the committees are trying to accomplish. Holding meetings in open public places at times published in advance, publishing the agenda ahead of time, encouraging individual members to participate, and communicating what needs to be done are just a few of the practices that help members get involved.

AACTMAD Website. www.aactmad.org contains information about AACTMAD for the public, as well as more specific information about how the organization operates and working documents intended for Board and committee members. The "AACTMAD Office" page contains a library of forms and documents, including this one.

Nonprofit Enterprise at Work (NEW). The NEW Center (www.new.org) is a regional resource for nonprofits, based here in Ann Arbor at 1100 N Main St., 734-998-0160, www.new.org. The purpose of NEW is to enhance the quality of life in Washtenaw County and the surrounding communities by promoting leadership development, management excellence, and effective service delivery within the nonprofit sector. NEW offers:

- Consulting, custom training, and informal networking among local nonprofits
- A list of local professional firms offering services to nonprofits at reduced rates
- Grant search database
- Library focused on nonprofit topics, free and open during business hours M-F.
- Workshops on board organization, leadership, managing volunteers, accounting for nonprofits, grant writing, fund-raising, and more. Website lists all workshops, under Education. www.new.org

AACTMAD members have attended the following NEW Center workshops and would be happy to share notes and summaries of the content:

- Board basics: Kay Brown, Marge Cramton
- Recruiting a dynamic board: Brad Battey, Marge Cramton
- Searching for funding sources: Ray Bantle

Arts Alliance of the Ann Arbor Area is a program of the Ann Arbor Chamber. Its mission is to support efforts to increase participation in arts and cultural activities, and strengthen the cultural community and organizations that provide these programs, thereby ensuring that all citizens benefit from our outstanding cultural resources. They sponsor nice local networking events and other programs. They also administer the local Michigan Council for the Arts and Cultural Affairs (MCACA) minigrants. <http://www.annarborchamber.org/community/arts/abouta5.html>

Related organizations. Organizations with related missions include Michigan Dance Heritage, other communities' dance organizations, CDSS, and the Ark. Many other types of community organizations are open to partnering on specific types of activities. Groups we work with or have worked with in the past include Christ the King Church, Food Gatherers, Kiwanis Circle K, Mainstreet Ventures, University of Michigan Welcome Week, Rudolf Steiner Lower School, Mack Open School, and others.

Reference Materials. Besides the NEW Center's wonderful library:

- "Michigan Nonprofit Management Manual," 2nd edition, published by the Accounting Aid Society (313-961-1840) \$85

- “Boards that Make a Difference: A New Design for Leadership in Non-Profit and Public Organizations,” by John Carver, Jossey-Bass Publications, San Francisco, 1990
- Ann Arbor and U of M libraries

Website resources for nonprofits. These are just a few of the MANY.

- Compass Points is a CA-based resource center that offers a free enewsletter for nonprofit boards <http://www.compasspoint.org/boardcafe/index.php>
- Compass Points FAQ about nonprofit taxes, etc. <http://www.compasspoint.org/askgenie/index.php>
- BoardSource is a nonprofit that works to increase effectiveness of nonprofit organizations by strengthening boards of directors through consulting practice, publications, tools, and membership program: www.boardsource.org
- Philanthropy news network has information about grants and funders: www.pnnonline.org
- Idealist includes a Q&A page culled from years of Internet discussion groups, etc.: <http://www.idealists.org/if/idealists/en/FAQ/NonprofitHome/default>
- The "Free Management Library," a huge trove of articles on subjects related to nonprofit management: www.managementhelp.org
- Michigan Nonprofit Association puts on conferences and seminars related to nonprofits, most in Lansing <http://www.mnaonline.org/>
- Society for Non Profit Organizations has a regular grant info newsletter, nice printed magazine, and a focus on smaller nonprofits. Membership is reasonable. . <http://www.snpo.org/>

Copying. We get a discount (\$.045/per b&w sheet or \$.035 if you supply paper; \$.49/per color copy in quantity). They can pick up and deliver and often will turn jobs around very quickly. They bill AACTMAD directly:

Dollar Bill Copying
611 Church St.
Ann Arbor, MI 48104
734-665-9200

Liability insurance. AACTMAD carries a general liability insurance policy issued by The Cincinnati Insurance Co. through Kleinschmidt Insurance (734-662-3100).

The policy is written for club/membership general liability coverage in the amount of \$1,000,000 per occurrence limit. It covers a similar amount for personal injury. From time to time we are required to obtain riders for named insureds, such as when we use a public school, the city streets, etc.

Note: Our insurance protects only **the organization**, not any individuals, and is only in effect if in fact AACTMAD is “legally liable.” So you need to decide for yourself that this test can be met if you are thinking that an event is insured through AACTMAD. Criteria could be factors such as: does AACTMAD pay for the facilities? Is it listed as the sponsor or co-sponsor? Do the event’s revenue and expenses flow through AACTMAD? If the answers are no, the event may not be covered under our liability insurance.

Legal representation. Our legal counsel is a recognized expert in nonprofit law:

Ralph Rumsey 734-995-2500
Magil & Rumsey, P.C.
201 South Main Street
Ann Arbor, MI 48104