

National Community Land Trust Network
Job Description: Member of the Board of Directors
Adopted September 9, 2008

INTRODUCTION

The board as a whole has the responsibility for governing the entire organization. The board is responsible for determining the organization's policies and direction, for raising funds necessary to complete the organization's work, for representing the organization to the community at-large, and for insuring sound financial management.

This is a national organization, and the board is designed to reflect that geographic spread. The majority of board and committee meetings are, by necessity, done by teleconference and most materials are distributed by email.

The board uses a consensus-based decision-making process designed to balance the goal of ensuring that everyone will bring their ideas and concerns to the table with the goal of keeping the organization moving forward and accomplishing its work. A copy of the board's decision-making protocol is included in this packet.

Amendment August 18, 2010, adopted by the Executive Committee:

The Network Board has 15 seats, of which 5 are Regional Representatives. The expectation of Regional Representatives is to maintain regular contact with members and outreach to other CLTs in their region (at least 2-3 times per year).

BASIC EXPECTATIONS

The following are considered board norms:

- **Be prepared** and fully present
- **Participate with respect** and appreciation
- **Listen closely** to understand others' intent and ideas
- **Focus on values & interests** rather than positions
- **Delight in diversity** and ensure every person has a turn to speak
- **Disagree graciously** and don't personalize conflict
- **Don't discount** disagreement or discomfort
- **Exercise discretion and courtesy** in all forms of communication
- **Trust others and verify** assumptions
- **Act with integrity** and remain true to your values
- **Act with care** for yourself and others

RESPONSIBILITIES OF THE BOARD

Human Resources:

1. Select and support the Executive Director: review performance at least annually and provide on-going assistance as requested by the Executive Director.
2. Personnel Policies: set policy regarding salaries, benefits and grievance procedures.
3. Volunteer Involvement: set policy regarding how the organization treats, recognizes and celebrates its volunteers.

4. Board development: recruit and orient new board members, train, evaluate and recognize existing board members and provide board members with opportunities to grow and develop as leaders.
5. Committee Support: constitute committees as required

Planning:

1. Set and review The CLT Network's mission and goals on an annual basis.
2. Plan for The CLT Network's future, on a long-term and short-term basis.
3. Decide and plan what services and programs the CLT Network will provide.
4. Decide what the CLT Network's roles in public policy work will be.
5. Evaluate The CLT Network's programs and operations on a regular basis.

Finance:

1. Ensure financial accountability of the organization.
2. Oversee an ongoing process of budget development, approval and review.
3. Set policies for managing and maintaining investments and other resources.

Fundraising and Membership Development:

1. Participate in membership development and other fundraising activities in a manner that matches the individual's skills.
2. Ensure adequate resources exist to achieve the organization's mission and implement the organization's programs and projects.

Community Relations:

1. Ensure that The CLT Network's programs and services appropriately address the needs of both existing and new CLTs, and are inclusive of wide diversity in the CLT community.
2. Promote the CLT Network to the general public, including serving as an emissary to the community.
3. Promote cooperative action with other organizations, including activities and occasions when the organization should take part in coalitions, joint training efforts, joint fundraising, etc.

Member Representation:

1. Ensure that The CLT Network's programs and services appropriately address the needs of current and prospective members of the CLT Network.
2. Serve as a liaison or emissary to members of the CLT Network to keep them informed and connected to the organization.
3. Ensure that members of the CLT Network are aware of and have access to information, programs and partners that can help them to be successful in their work.

Operations:

1. Ensure that The CLT Network's administrative systems are adequate and appropriate.
2. Ensure that the board's operations are adequate and appropriate.
3. Ensure that the organizational and legal structure is adequate and appropriate.
4. Ensure that the CLT Network and its board members meet all applicable legal requirements.

REQUIREMENTS FOR BOARD SERVICE:

1. Experience with implementation of the community land trust model.
2. A demonstrated interest in providing support for community land trusts and their work to nurture and sustain healthy and economically diverse communities by providing permanently affordable access to land, homes, and related resources.
3. Commitment to the mission of the CLT Network.
4. Specific experience, knowledge or commitment in at least one area: CLT Best Practices, Coalition-Building, Public Policy Advocacy, Training, Human Resources, Planning, Finance, Fundraising, Community Relations, Member Relations, or Operations.
5. Skills, knowledge, or perspective necessary to provide a broad mix on the board of directors.
6. A willingness to expand knowledge or board responsibilities through orientation and ongoing training.
7. A willingness to represent the organization to the community.
8. A minimum of eight hours per month, with opportunities enough for 20 or more hours per month. The *minimum* commitment is distributed approximately as follows:
 - 3 hours - Regular monthly board meetings and preparation
 - 2 hours - Regular committee meetings and preparation
 - 3 hours - Membership and fundraising activities
9. Board members who miss more than four board meetings, or who miss three board meetings in a row, may be asked to resign from the board so that the Board can fill the position with someone who can fully participate.
10. A willingness to participate in membership development and other fundraising activities and to make your own financial contribution to the organization to the best of your ability.
11. Access to reliable phone and internet service.
12. A willingness to travel to the annual meeting and to occasional trainings and retreats.

BOARD STRUCTURE AND MEETING SCHEDULE

1. The Board consists of 9 to 15 directors who are elected by the Network's membership at the annual meeting. The Board includes one director elected to represent each of five regions: Northwest, Southwest, Central, Southeast, and Northeast.
2. Board members are elected for two-year terms.
3. The Board meets by teleconference monthly, generally on the second Tuesday of the month at 11:00 a.m. PT. The meetings generally last an hour and a half.
4. The Board meets in person at the Annual Meeting, which takes place in the 4th quarter of the calendar year, and a different location each year. Board members are expected to attend the Annual Meeting.
5. The Board has an Executive Committee made up of the President, Vice-President, Secretary and Treasurer. The Executive Committee meets by teleconference monthly, generally on the first Tuesday of the month at 11:00 a.m. PT. The meetings generally last an hour.
6. The board does a great deal of its work through both standing and ad hoc committees. Committees of the board made up solely of board members are the Executive and Audit Committees. The Nomination, Membership, and Resources committees are made up of both board and non-board members. The Board creates such advisory committees as specific needs and opportunities arise.
7. The Academy Advisory Board is a committee of the Network, guided by its own charter. Its membership includes both Network board and non-Network board members. It has two standing subcommittees, Curriculum and Best Practices.

LIABILITY, CONFLICT OF INTEREST AND EXPENSES

1. The CLT Network does carry Directors and Operators and general liability Insurance.
2. The Board has a written conflict of interest policy. A copy is included in this packet.
3. CLT Network board service is unpaid, but expenses for travel to board meetings, retreats and trainings are reimbursed by the Network.

STAFF

The CLT Network currently has three full time staff, Executive Director, Roger Lewis, based in Boulder, CO; Academy Director, Greg Rosenberg, based in Madison, WI; and Administrative Director, Jessica Grant, based in the Network's main office in Portland OR. Long-term contractors are used to fulfill the organization's bookkeeping, CPA and legal needs. Short-term contracts are used to hire faculty to teach training and experts to develop curriculum, revise written materials, and provide other needed services.