



THE INSTITUTE OF MUSIC IN MEDICINE Board Terms of Reference DRAFT

Mission

The primary focus of The Institute Of Music In Medicine (IMIM) is to foster and advocate the therapeutic uses of music, particularly live music, in medical care in critical and palliative care settings.

Vision

To be added

Core Values

To be added

Board Functions

- Establish and monitor the implementation of the strategic plan
- Establish and monitor the implementation of the annual business plan
- Take direct responsibility for managing other areas of the business as requested by the CEO
- Participate in fundraising activities as agreed by the Board
- Ensure all legislative, statutory and contractual requirements are met
- Establish and foster good community, industry and public relations

Strategic vision and objectives

It is the Board's role to:

- define the organisation's demographics or constituency;
- describe its mission;
- set its values and ethical guidelines; and
- determine long-term goals.

Safeguarding the mission and vision

The Board is the guardian of the community group's mission and vision – i.e. what it plans to achieve, where it wants to be and how it plans to get there. Its prime role, in fact, is to keep the vision alive by taking a leading role in planning for the future of the group.

The Budget

The budget translates the organisation's individual program goals and strategies into a financial plan for the next 12 months. The Board must finalise and approve the annual budget and needs to sign off on any items of expenditure outside the approved budget.

Board members need to develop a broad understanding of the organisation's programs and priorities as an essential component of their duty of care. This knowledge provides a sound basis for their financial decision-making, fundraising and further advocacy to the broader community. And it will allow them to consider whether the figures on the budget page actually represent the programs they wish to support in the following year.

All Board members need to be committed to the budget to make it work. This is especially important because not-for-profit Board members are often directly involved in raising funds to support programming for the organisation.

Reviews

Accurate and clear financial reporting is critical for the Board's reviews of programming and budgets. This vital information will allow Board members to be proactive in future budgeting, allowing them to more accurately target fundraising efforts to new priority areas and away from less successful projects.

Fundraising

One of the Board's most important roles is to ensure that there are adequate resources for the organisation to achieve its program objectives. Depending on the skills and resources of individual Board members, and the number of staff and volunteers serving the organisation, the Board's role includes:

- Assisting the CEO to identify potential grants or corporate sponsors
- Providing input into or developing fundraising plans
- Chairing or being a member of the fundraising committee
- Organising a fundraising event
- Personally approaching key sponsorship targets
- Helping to thank sponsors, donors and others supporters where appropriate
- Laying the groundwork with heads of government, philanthropic foundations and corporations for further support from these sectors

Ethics

Not-for-profit Boards are responsible to their funders and private donors. All transactions – financial or otherwise – need to be transparent with a consistency of approach and purpose.

Managing Risk

Risk management is a vitally important part of a Board's role. The Board is responsible for looking at all activities undertaken by the organisation with a critical eye to ensure that risks are minimised and appropriate insurance policies are taken out in case things go wrong.

Ethics in Fundraising

Board members must ensure they are informed of not only the amounts raised in all fundraising campaigns but how and from whom the funds were raised. The public must feel confident that the Board will manage their donations and gifts exclusively to further the organisation's stated mission and objectives.

Fundraising risk management issues

The Board needs to be mindful of practical and risk management issues in relation to fundraising which includes ensuring the organisation has the capacity

to deliver.

It is up to the Board to undertake the feasibility studies and other necessary research to become fully aware of the potential risks of new and continuing fundraising strategies. They must be instrumental in overseeing and setting the parameters within which all campaigns will be conducted.

Advocacy

The Board is the primary link between the organisation and the broader community. It represents the interests of the organisation to the broader community and it should filter the diversity of stake-holder views back within the organisation.

To the community

Board members must be familiar enough with the organisation's programming to be able to clearly articulate the organisation's mission, accomplishments and goals. They need to be able to develop communication strategies that constantly build public awareness and reach new and broader audiences.

For the community

Individual Board members can provide a voice for important segments of the organisation's constituency to influence future directions and individual strategies (although you must always keep in mind your obligation to the organisation as a whole).

At the same time Board members need to constantly have their "ears to the ground". It is critical that they take the time to regularly listen to candid internal and external views of how the organisation is performing.

Communications need to be structured to provide serious feedback that can potentially have a direct impact on the organisation's policy and future strategies.

Self-evaluation

The Board will evaluate itself annually to ensure they remain representative, responsive and effective.

Meetings

- An initial strategic planning session
- Bi Monthly meetings More frequent meetings will be held as required
- A secretary is to be appointed from the Directors to serve for a minimum of 12 months. Duties are as outlined in the Constitution of the Institute of Music in Medicine and as required by the Board or CEO
- Board meetings will be according to the requirements of the Constitution of the Institute of Music in Medicine

Quorum

As stated in the constitution of the IMIM a quorum for a Board meeting is 2 Directors and a quorum must be present for the entire meeting. Further details are listed in the IMIM constitution (Section 12.5)