



## BOARD RECRUITMENT PACKET

*It's About the Heart Work*



Dear prospective board member,

I'm so happy you are considering applying for a place on the AES Board of Directors. I may be a little biased, but it's a great place to be! I'm in constant awe of the work AES has done over the past three-plus decades, and even more excited about all the good work to come. I hope you'll take some time to review the information in this packet and get to know us better. I know you'll be just as awestruck as I am by the change AES has put into motion.

It's no secret that the last two years of the pandemic have been hard on nonprofits. AES is no exception. In the blink of an eye our service model was upended, and we were put in a place to critically reevaluate the sustainability of our model and how we achieve our mission. I'm incredibly proud of what came out of that reflection period: a new model that will allow us to directly serve young people, while supporting the growth of like-minded nonprofits and sharing the organization's vast experience with all those who would benefit. Now is the time to put that new model into action!

By joining the Board you'll be a critical part of the AES of the future. We need people just like you – smart, capable, diverse leaders who are ready to share their experience and gifts for the greater good. The AES Board offers not just the chance to serve a worthy purpose, but also to put your professional training to work in a nonprofit setting through business leadership and marketing, fundraising, programming, and institutional philanthropy. It's an amazing opportunity to give of yourself and receive valuable experiences in return.

If I, or any of our other Board members or staff, can answer any questions as you contemplate your Board application, please do not hesitate to reach out. We look forward to talking with you more.

Best,

Stephanie Rahlfs



---

*It's About the Heart Work*

---

---

For over 30 years, AES has provided a range of consulting, training, evaluation and other services to individuals and organizations in the diversity, cultural competence, and youth development arenas. Most importantly, we have been learning by doing – not by discussing change, but by “getting into it” to facilitate positive motion in whichever part of the youth serving system we were working with. AES has a long-standing tradition of cross-cultural and cross-generational collaboration, and the Board plays a key role in reflecting and promoting these values.

As an organization, we strive to remain flexible, adapting to the needs of young people. Re-emerging from the Covid pandemic has created new challenges and opportunities for young people. By listening to their needs and ideas about how we can best support them, and working alongside them, the AES Board has recently engaged in strategic planning to reimagine AES and set our Vision for the future.

### VISION

We will be a practical-skills-based, progressive civic leadership and entrepreneurship training ground working with 16–24-year old’s traditionally underserved by leadership programs, with a focus on Black and Latino youth, to co-design solutions to challenges impacting their communities.

### STRATEGIES

To achieve our Vision, we will:

- Focus our efforts across California, expanding beyond the Sacramento region
- Be a coalition builder
- Foster collaboration between youth and others by teaching and empowering youth to connect with individuals, organizations, and resources that further their efforts
- Continue the bidirectional nature of our work, ensuring that both young people and all adult “participants” are impacted and receive value
- Develop multiple funding streams to support our youth-focused efforts

### MISSION

The mission of AES is to improve the life chances of vulnerable youth by empowering their voice and fostering collaborative, cross-cultural, cross-generational relationships to affect systemic change.

### VALUES

AES believes in and strives to reflect the following values in our work:

1. Always look for ways to collaborate
2. Include multiple stakeholders in identifying and seeking solutions to a problem
3. Engage a cross-cultural and cross-generation group of individuals and organizations in a common agenda to work on together
4. Create interactive cultures that foster relationships, trust, and respect
5. Ensure the youth involved feel respected, connected, and affirmed
6. Use data to continuously learn, adapt, and improve



## **BOARD OF DIRECTORS**

### **Board Composition**

- To support the goal of having an agile and fully engaged board, AES's board consists of 10 adult members (ages 25+) and 3 youth members (ages 18 – 24).
- The Board is multi-generational and multicultural - the board reflects races/ethnicities/cultures of youth and communities served by AES programs.
- Youth board members are paired with at least 1 adult board member to enhance everyone's experience and to create opportunities for mutual mentoring.

### **Board Member Responsibilities**

- Attend and actively participate in all Board meetings.
- Review agenda, minutes, and supporting materials prior to board and committee meetings.
- Approve AES's annual budget.
- Participate in the annual board evaluation, strategic planning process, and annual performance evaluation of the Executive Director as directed by the Business Committee.
- Serve on at least one Board Committee as assigned (note: for Youth Board Members, this may include the Youth Advisory Committee).
- Assist in identifying and recruiting other board members as needed.
- Act as an ambassador for AES to potential partners and donors.
- Participate in fundraising initiatives and give annually to AES. Adult board members are expected to make an annual financial contribution to AES of at least \$300 (exceptions may be made based upon personal financial hardship). Note that there is no expectation of annual giving by youth board members.
- The AES Board Handbook sets out the fiduciary duties, roles, and expectations for AES board members.

### **Term**

- Adult board members serve a 2-year term and are eligible for re-appointment.
- Youth board members serve a 1-year term that coincides with the academic year and are eligible for re-appointment. At least 1 of the 3 youth board member seats must be filled by a youth that also sits on AES' Youth Advisory Committee

### **Qualifications**

Board member candidates will be appointed based upon their prior experience, skills, commitment to AES' mission, and willingness to engage in fundraising and relationship-building on AES' behalf.

### **Meeting Schedule**

- The last meeting of each calendar year the Board will approve the meeting schedule for the following year.
- The Board generally meets quarterly, or as often as needed to perform its duties.
- Committees meet at least quarterly, but are encouraged to meet more often, as needed, to achieve their objectives.
- Board and committee meetings will be hybrid, allowing for Members to attend virtually.

### **Travel Expenses**

- AES does not provide reimbursement for costs associated with board meetings and events, except for providing a per diem to youth board members who attend board meetings in person.
- To offset this, with the exception of board orientation, all meetings will be hybrid, allowing members to attend virtually.

*It's About the Heart Work*

## **BOARD COMMITTEES**

Board members are assigned to one or more of the following three standing committees:

- Finance, Development, and Philanthropy Committee
  - Chaired by the Treasurer
  - Members include the Treasurer, Executive Director, and other appointed Board members and staff
  - Responsible for oversight of the Board's budget, fundraising, and AES' philanthropic initiatives
- Program Committee
  - Chaired by Vice-Chair
  - Members include the Vice-Chair, Director of Programming, and other appointed Board members and staff
  - Responsible for oversight of AES' youth programs, consultant-brokerage services, and trainings
- Business Committee
  - Chaired by the Secretary
  - Members include the Secretary, Executive Director, and other appointed Board members and staff
  - Responsible for oversight of AES' Board recruitment and training, annual evaluations of the Board and Executive Director, marketing campaigns, and AES' information sharing/open-source initiatives
- Youth Advisory Committee
  - Chaired by a non-officer of the Board
  - Members include at least 1 of the 3 Youth Board Members and other youth
  - Responsible for providing insight and feedback to the Board about youth initiatives and how AES can better support youth

Committee chairs send quarterly written reports to the Chair a minimum of two weeks prior to each Board Meeting. Reports include a summary of meeting highlights, work completed since the last Board meeting, challenges to completing committee work, goals to complete before the next committee meeting, and a list of action items for the upcoming Board meeting agenda. The Board Chair may re-assign Committee chairs and establish additional ad hoc committees as needed.

## **BOARD OFFICERS**

### **BOARD CHAIR:**

1. Establishes agendas for Board meetings in collaboration with the Executive Director
2. Presides over Board meetings
3. Appoints members to standing committees
4. Works with committee chairs to align the work of committees with AES' vision and goals
5. Serves as an ex-officio member of all committees

### **BOARD VICE-CHAIR:**

1. In the absence of the Board Chair, set Board Meeting agendas and preside over Board meetings
2. Chairs the Programming Committee
3. Oversees the Board's annual self-evaluation process and recommendations for Board improvement

### **BOARD SECRETARY:**

1. Ensures minutes are taken and sent to members after Board meetings
2. Maintains archive of Board documents (agendas, minutes, related materials)
3. Chairs the Business Committee

### **BOARD TREASURER:**

1. Serves as the Chief Financial Officer for AES
2. Reviews financial reports and annual audits before submission to the Board for review and approval
3. Develops, with the Executive Director, the budget and budget priorities for Board approval
4. Chairs the Finance, Fundraising, and Philanthropy Committee



**BOARD CANDIDATE APPLICATION**

Date

Name

Preferred Name

Residence  
Address

Phone

Email

Employer  
Name

Your Title

Address

Phone

Email

Type of Business or Organization

Primary Services(s) and area/population served

Preferred method of contact

Residence

Work

Please list boards and committees that you serve on or have served on (business, civic, community, fraternal, political, professional, recreational, religious, and social)

Organization

Role/Title

Dates of Service

Please share your Education/Training/Certificates

*It's About the Heart Work*



**BOARD CANDIDATE APPLICATION**  
**PAGE 3**

The AES Board is composed of professionals and youth from a variety of backgrounds and expertise. Please share which Skills, Experience, and Interests you would bring to the board (Please circle all that apply)

- |                                |                                 |
|--------------------------------|---------------------------------|
| Mentoring                      | Diversity and Inclusion Work    |
| Finance/Accounting             | Education/Instruction           |
| Personnel/Human Resources      | Special Events/Event Management |
| Administration/Management      | Grant Writing                   |
| Nonprofit Experience           | Fundraising                     |
| Community Service/Volunteering | Outreach/Advocacy               |
| Program Evaluation             | Public Relations/Communications |
| Digital Marketing              | Website Design/Content          |
| Graphic Design                 | Other: _____                    |

Sharing about AES within our community, private sector, and public sector is an important component of Board advocacy. Please list any groups, organizations, or businesses that you could serve as a liaison to on behalf of AES.

Please tell us anything else you'd like to share.

*It's About the Heart Work*



**BOARD CANDIDATE APPLICATION**  
**PAGE 2**

Why are you interested in serving on AES' Board of Directors?

How do you feel AES would benefit from your involvement on the board?

*It's About the Heart Work*