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THEATRE UNLIMITED PERFORMING ARTS EXECUTIVE ROLES

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Governance Care – Duties of all Board Members:

1. Duty of Care

- Act honestly and in good faith
- Act in the best interests of the organization
- Exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances

2. Duty of Knowledge

- Get to know and understand the Articles of Incorporation, Letters Patent or Charter
- Internal procedures in the by-laws
- Vision, Mission and Values, Purpose, Goals

3. Duty of Skill & Prudence

- Actively bring one's skills to the organization
- Act with practicality and caution, while anticipating the potential consequences of any actions taken by the organization

4. Duty of Diligence

- Review the meeting agenda & materials
- Attend meetings
- Take notes, review and comment when necessary, on the previous minutes
- Express one's view during the meeting
- Vote on Motions
- Take actions to preserve the integrity and reputation of the organization

5. Duty to Manage

- Appoint officers
- Establish and monitor policies
- Comply with legal requirements
- Understand the organization's affairs
- Enact appropriate by-laws and policies

6. Fiduciary Duty – for individual Board members

- Exercise the utmost good faith, trust, confidence and candour while acting with the highest degree of honesty and loyalty toward, and with a view to the best interests of, the organization.

7. Duty to Act in Scope of Authority

- Be aware of the inherent limitations on the activities of the organization, as expressed in the incorporation, by-laws and other legal document.

8. Declare Conflict of Interest

CHAIR / President:

- Keep the organization on track toward fulfilling its mission.
- Plan dynamic agendas and facilitate board meetings by practicing effective governance
- Evaluate the board on an annual basis
- Plan succession with Vice Chair and Secretary
- Stay in touch between meetings
- Motivate other members to actively participate in and attend meetings
- Ensure the actions taken are in line with the organization's bylaws, goals, and mission
- Provide Artistic Direction
- Provide insight as needed and ensuring other members are on the appropriate committees and projects
- Assist in welcoming and onboarding new members
- Support fundraising efforts by example with active participation
- Represent the organization when speaking to the press, media, or other groups
- Mediate personality conflicts and disputes between board members
- Sit on the Board of Music Theatre Mississauga – pending incorporation
- Must approve and sign all contracts with Vice-Chair or Treasurer
- Co-Lead in the development of the annual grant applications
- Act as the liaison among various organizations that we deal with:
 - Mississauga Arts Council, Mississauga Office of the Arts and Culture, ACT-CO, Mississauga Theatre Alliance, etc.
 - organizations that require a contact person unless other board member is assigned.
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

VICE-CHAIR/Vice President

- Assumes duties of Chairperson if they are unable to fulfill them
- Ensuring the actions taken are in line with the organization's bylaws, goals, and mission
- Responsible for checking on show availability and costing of royalties for future shows
- Create and maintain all rental contracts for the company
- Takes care of all required rental spaces for all of TUPA's activities (rehearsal space, meeting space, etc.)
- All leases, contracts or arrangements will be held and filed by the Vice Chair
- Co-Lead in the development of the annual grant applications
- Determines & maintains the rental prices for the loaning of TUPA assets
- Sits on the Board of Music Theatre Mississauga as the second alternate – pending incorporation

- Acts as second liaison amongst various organizations that we deal with: Mississauga Arts Council, Mississauga Office of the Arts and Culture, Act-co, Mississauga Theatre Alliance and any other organizations that require a contact person unless other Board member is assigned
- Manage sub-committees established through strategic plan that are to report to this Director
- Must approve and sign all contracts with Chairperson or Treasurer
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

TREASURER:

- Participate in all matters related to the sound management and fiscal responsibilities of TUPA
- Ensure the accuracy of the accounting records to both content and form
- Report the financial position of TUPA to the board of directors
- Provide advice to the board of directors on all financial matters
- Ensure that accurate financial records are provided for the end of the fiscal year Financial Statements
- Assist production and other activity teams with guidance in accounting matters
- Prepare the budget for the next fiscal year
- Report the financial position of TUPA to the members at the AGM.
- Review the bank statements and prepare bank reconciliations to be reviewed by Chair / Vice Chair
- Review the financial statements and adjust when necessary
- Post the yearly adjusting entries
- Assist in the reimbursement of members out of pocket costs
- Assist with the recording and reconciling of production advances
- Request information from all concerned in the preparation of the annual and production budgets
- Ensure that all government reports are filed
- Participate in and manage the financial requirements of the Annual Grant Application process including the reporting of year end requirements.
- Monitor all banking accounts while reconciling bank statements, managing cash flow, and investing funds in accordance with best practices.
- Collect, deposit, keep track of funds, write cheques, and send E-transfer payments
- Ensure all group activities are recorded and tracked using the appropriate cost centre (to align with fund accounting)
- If there is a dispute between Treasurer and Producer, Treasurer makes final decision
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals

- be available to help with move-in and set strike

SECRETARY & PRIVACY DIRECTOR:

- Carry out the duties for the specific function of record keeping, filing and correspondence by ensuring the following:
- Maintaining records:
 - Record and file all meeting minutes
 - Maintain a Monthly Action List
 - Maintain a Board Motion Book
 - Maintain and file all correspondence
 - File the policies and procedures as developed
 - Maintain all records of TUPA except those kept by the Treasurer
 - File all Minutes in the official records
- Work with the President, Board members and general membership
- With the President, create and distribute meeting agendas
- Send all notices of General meetings to the general membership working with Membership Director

Additional Duties:

- Be responsible for the collection and distribution of mail
- Respond to TUPA email account
- Execute annual reports as required
- File in consultation with Chair the Annual Community Group Registration (Mississauga)
- Assist in the collection of all membership registrations & dues at the AGM and before rehearsals
- Manage sub-committees established through strategic plan that are to report to this Director
- Responsible for developing and maintaining privacy related matters
- Review all areas of communication and information gathering to ensure potential privacy breaches are avoided
- Responsible for investigating all privacy breaches
- Responsible for reviewing key communications to inform the board of opportunities:
 - Mississauga Arts Council News
 - ACT-CO
 - ArtsBuild
 - Business / Arts
 - Others as identified in the strategic plan
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

RESIDENT MUSIC DIRECTOR:

- Sit on or be a deciding vote in all show selections – advisory person regarding the music
- Music direct or assist in the choosing of a music director for the next show
- Assist with putting together the band for a show if assistance is required/requested
- Musical Direction of Cabarets, Concerts, Galas or special projects including song selections, arrangements and conducting
- Provide council to the Artistic director and Artistic Producer in determining artistic goals, programs, policies, and season planning
- Serve as an Artistic Ambassador for TUPA:
 - Participation in development programs and marketing events
 - Attendance at Opening Nights
 - Attendance at first rehearsal meet and greets
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

TECHNICAL DIRECTOR:

- Acts as the Executive Director to work with Producer and Directorial team to address and plan for all productions on the following matters:
 - Sound
 - Lighting
 - Special Effects
 - Set Building / Dressing
 - Set Design
 - Properties
- Help secure and negotiate for the following positions (as required):
 - Sound Designer
 - Light Designer
 - Set Designer
 - Properties
 - Set Dresser
 - Stage Management
 - Special Effects
 - Construction Lead
- Is the Company Liaison with Theatre and support Producer on technical aspects of the production
- Is a liaison for both main stage productions and all other group ventures.
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals

- be available to help with move-in and set strike

EDUCATION DIRECTOR:

- Plan the yearly education events informed by the strategic plan and goals of the organization
- Plan and support the development of TUPA YES
- Organize and promote workshops in alignment with the strategic plan
- Liaison and negotiate with workshop presenters
- Arrange rentals for in person presentations and “Zoom” meetings for presentations at a distance
- Is an active member of the reading and show selection committee
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

GROUP DEVELOPMENT/PROMOTIONS DIRECTOR:

- Support and assist sponsorship activities as generated through the Encore Series.
- Engages the community to promote the group and seek opportunities for group development
- Liaison to local festivals that align to the strategic plan of the organization
- Supports the creation and acquisition of promotional materials as required.
- Assisting Communications officer in developing material for newsletter:
 - areas of interest to members
 - upcoming events
 - promoting audition materials
 - advertising auditions
 - linking to new member opportunities
 - assist in maintaining content for social media
 - posting of show information on all free advertising spaces
- Helping in the development of secondary performance/presentation opportunities
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
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STATISTICS DIRECTOR:

- Liaise with departments to obtain data, including production figures & costs, ticket sales, as well as product supply & demand data
- Active member in the development of the annual grant applications
- Instruct departments on data submission requirements, including frequency & format

- Create and maintain databases
- Analyze data & identify trends
- Contribute to strategic planning by identifying trends & preparing forecasts to aid informed planning & decision-making
- Describe, interpret & summarize conclusions
- Present statistical findings to the board
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
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ARCHIVIST (DIRECTOR):

- Assemble, preserve, catalogue historical information (such as show programmes), images and other collections to determine their significance and value
- Identify and maintain a volunteer base to record activities throughout the fiscal year (short videos, photos, interviews, stories etc.)
- Decide which items should be kept for public viewing and work with Website & Promotion Directors on online content to support those functions
- Create descriptions and organization guidelines for each collection piece
- Update and maintain an electronic archival database
- Convert material into digital data
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
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MEMBERSHIP, COMMUNICATIONS DIRECTOR:

- To act as a communication liaison between the TU Board with production staff and cast members
- To oversee the writing of regular newsletters to communicate with group membership and public
- Collaborate with Archivist & Website Director on updates for membership and public
- Set up, communicate & arrange all membership social events/activities – working in conjunction with Education Director
- Recommend & develop members programs & services, identify members' needs, & obtain and process feedback from departing members
- Communicate members' needs to the Board
- Collection of annual membership dues and forms required as part of the strategic plan along with Treasurer and Secretary
- Manage sub-committees established through strategic plan that are to report to this Director

- As a member of the Board, when possible:
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 - be available to help with move-in and set strike

ADVERTISING DIRECTOR:

- Establish and keep all contracts with the Media (newspapers, radio, television)
- Creates media releases for events
- Proof and approve all publicity releases
- Sets deadlines for all publicity releases
- Proofs all show programmes, flyers, posters
- In consultation with Sponsorship Director, seek advertisers for the show programmes
- Create and maintain layout requirements of advertisements in printed material
- Gets all incoming ads and reconciles payment of such
- Gives all ads to the person in charge of the programme layout
- Contacts all former advertisers and maintains a contact list
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

SOCIAL MEDIA DIRECTOR:

- Develop annual plan for social media in alignment with strategic plan in conjunction with Archivist, Web Site, and Sponsorship addressing:
 - Stories about people
 - Shareable content
 - Overall promotion of group and activities
- Set up and/or maintain social media accounts (as a non-profits) on Facebook, YouTube, Pinterest, Tik Tok, Instagram...
- Develop social media guidelines and policies
- Keep Board posted on updated technology
- Provide Board with new web initiatives
- Work with the Privacy Director to ensure that privacy parameters are maintained
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

SPONSORSHIP DIRECTOR:

- Create, initiate and execute the practices of attaining sponsors for the company and the Encore Series
- Prepare presentation materials and approach to be used
- Establish and maintain sponsorship plan in consultation with Statistics Director that addresses:
 - How we can benefit the sponsor
 - communicates the direction of the company
 - what we can offer the sponsors
- "Sell" the company to other organizations in consultation with Promotions Director
- Researching possibilities of singing at malls, booking cabarets into other venues
- Create and maintain a brochure to support sponsorship activities
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
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 - be available to help with move-in and set strike

PROPERTIES DIRECTOR:

- Responsible for maintaining inventory of properties and maintain storage unit
- Create/maintain an inventory that aligns with the strategic plan
- Work with production team to secure and maintain stock
- Handles all rental/trade agreements with various other theatre groups
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
 - be available to help with move-in and set strike

COSTUMES DIRECTOR:

- Responsible for maintaining inventory of costumes
- Create/maintain an inventory that aligns with the strategic plan
- Acts as the Executive Director to work with Producer and Directorial team to address and plan for all productions on the following matters:
 - Show Costumes
 - Show Millinery
 - Wigs
 - Accessories (Bags, Jewellery, limited specialty footwear)
- Handles all rental/trade agreements with various other (theatre) group(s) in alignment with strategic plan
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:

- attend a few production rehearsals
- be available to help with move-in and set strike

FUND RAISING DIRECTOR:

- Organize events and campaigns to raise money and other kinds of donations
- Work closely with entire board to design a fundraising plan that aligns with the strategic plan and financial needs
 - This is achieved by doing the following:
 - Research prospective donors
 - Create a strong fundraising message that appeals to potential donors
 - Identify and contact potential donors
 - Use online platforms to raise donations
 - Organize campaigns or events to solicit donations
 - Maintain records of donor information
 - Evaluate the success of previous fundraising events
 - Train volunteers and the board in fundraising procedures and practices
 - Ensure that all legal reporting requirements are satisfied
- Consider employing the following strategies:
 - **Annual campaign fundraisers** solicit donations once a year from members and patrons
 - **Capital campaign fundraisers** raise money for a specific asset, renovations and the creation or expansion of an endowment
 - **Major-gifts fundraisers** specialize in face-to-face interaction with donors who can give large amounts.
 - **Planned-giving fundraisers** solicit donations from those who are looking to pledge money at a future date or in installments over time.
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
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WEB-SITE DIRECTOR:

- Design, develop, maintain, and troubleshoot website
- Ensure a safe and efficient user experience
- Update content in consultation with Archivist, Promotions, Social Media, Sponsorship, Fundraising Directors and Production Team
- Set up tools to monitor website traffic
- Analyze website traffic to inform design decisions
- Address usability issues
- Create and maintain layout requirements of advertisements in printed material
- Manage sub-committees established through strategic plan that are to report to this Director

- As a member of the Board, when possible:
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INCLUSIVITY DIRECTOR:

- Work with and be a member of the Encore Series Inclusion Committee representing the interests of TUPA
- Review and develop policies and procedures that:
 - Address ways to engage community
 - Build diversity
 - Include a culturally relevant lens
- Create an intentional strategic and action-oriented recruitment plan.
 - The plan should be aligned to our strategic plan and should consider the following:
 - Appropriate needs of the community we wish to recruit
 - Building inclusive and meaningful relationships
 - Values, principles, and practices of the community we wish to recruit
 - Where will we recruit from
 - What are the best methods for recruiting
 - How to evaluate the results
- Manage sub-committees established through strategic plan that are to report to this Director
- As a member of the Board, when possible:
 - attend a few production rehearsals
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Other areas that will be required from time to time:

(NOTE: these may be secured through alternate volunteers or purchased services)

- A Policies and Procedures Development – to be considered through the strategic plan
- B Legal reviews and consultations – By-law updates and contract related matters
- C Information Technology requirements – electronic storage, financial records programs, etc.
- D Board Education