

# **Call for Nominations for Imagine Theatre Board of Directors**

## **Positions Begin January 2026**

**Nominations are now being accepted for the following positions:**

### **1. Director-at-Large (3 Open Positions)**

- a. For 2026, each Director-at-Large will be assigned to a Board committee - either Fundraising/Development OR Community, in addition to being on the Board itself. These committees help oversee the Board's general work and meet several times each quarter to prepare items for the Board.
- b. All Board members are expected to serve as community representatives and ambassadors of Imagine Theatre within the community. This means bringing concerns/issues to staff/the Board when necessary, and supporting the organization in promoting new programs, initiatives, or communications.
- c. Board members are expected to prepare for Board meetings by reviewing the agenda and attached supporting documents in advance, and considering any questions that one may have prior to the discussion/vote.
- d. Board members are responsible for overseeing the overall health of the organization, which includes voting on annual budgets, considering program expansions/reductions, and determining staffing levels, among other tasks.

### **2. Treasurer (1 Open Position)**

- a. The Treasurer is responsible for collaborating with the Board Chair and the Executive Director to oversee the organization's finances. This involves providing input on fiscal policies, annual budgets, and budget proposals, among other matters. The Treasurer is also directly responsible for managing bank card access for staff, and working with the Executive Director to submit annual 990 IRS tax documents.
- b. The Treasurer is not expected to serve on the Fundraising/Development or Community committee, as the role has other duties that require their time.
- c. All Board members are expected to serve as community representatives and ambassadors of Imagine Theatre within the community. This means bringing concerns/issues to staff/the Board when necessary, and supporting the organization in promoting new programs, initiatives, or communications.
- d. Board members are expected to prepare for Board meetings by reviewing the agenda and attached supporting documents in advance, and considering any questions that one may have before the discussion/vote.
- e. Board members are responsible for overseeing the overall health of the organization, which includes voting on annual budgets, considering program expansions/reductions, and determining staffing levels, among other tasks.

### **3. Student Representative (1 Open Position)**

- a. Imagine is passionate about centering youth voices, and one way we do that is through our Student Representative on our Board of Directors. This position is a full voting position, meaning that it will be included in all discussions and is expected to participate in the entire meeting. The goal of this position is to represent students' interests during the Board meeting and to provide insights on how programming is going.
- b. High school sophomores and juniors (or ages 15-17) may apply. The youth must have been involved with Imagine for at least two years.
- c. This role has a one-year commitment.
- d. The youth in this position must participate in at least two shows and one educational program per year to maintain their position. Educational programs may include taking a class, being in the Imagine Thespian Troupe, participating in a summer camp, or being a counselor for a summer camp, etc.

- e. The youth in this position should be well-connected with all members of the Imagine community, including young students, new students, and older students.
- f. The Executive Director will mentor this position to ensure success on the Board. This may involve check-ins prior to the board meeting to review and discuss any pertinent points, or a check-in after the meeting to ensure the student felt included and that their voice was heard. Student Representatives are typically asked to share about how things are going, or to lead an “ice-breaker” style question at the start of each meeting.
- g. The youth in this position may be asked by the Executive Director or other staff members to share their opinion on a programming question (Example: Would more youth prefer ‘X’ event or ‘Y, etc.’) or may be asked to help lead an activity during rehearsals, specifically.
- h. This youth is not expected to serve on any Board subcommittee but may be asked to assist with events as needed.
- i. This youth is expected to firmly uphold and represent the values of Imagine - inclusivity, community, and excellence, while also adhering to the Imagine Theatre code of conduct.
- j. Other general expectations:
  - i. Board members are expected to prepare for Board meetings by reviewing the agenda and attached supporting documents in advance, and considering any questions that one may have before the discussion/vote.
  - ii. Board members are responsible for overseeing the overall health of the organization, which includes voting on annual budgets, considering program expansions/reductions, and determining staffing levels, among other tasks.

### **General Duties/Expectations of All Board Members**

- All Board members are expected to attend monthly Board meetings, held on the Third Thursday of each month from 6:30-8:00 p.m. Most of these meetings are virtual, with 3 in-person meetings annually. See the schedule below.
- For the benefit of the Board, Board members should aim to attend all meetings but miss no more than 3 per year. In-person meetings should be prioritized for attendance as they are intentionally scheduled at key moments of the year.
- [Proposed 2026 Board Meeting Schedule](#)
- Each position is a 3-year term, with the option to renew for another 3 years after that. We understand that life happens, and it is very much understandable if a Board member can not complete the full 3 year.

### **The Process**

- October 2025: Applications open, with the Board of Directors reviewing applications as they come in.
- October - November 2025: Qualified candidates are invited to interview with at least one Board Member and the Executive Director. Depending on the timeline, candidates may be invited to join the Oct 2025 Board meeting as a part of the interview/consideration process.
- November 2025: The Board of Directors reviews the applications and interview notes of the qualified candidates, considering the needs of the open positions to determine which candidates would best fulfill those needs.
- December 2025: The Board of Directors finalizes the slate of nominations. Selected candidates are informed of their formal nomination.
- January 2026: The formal slate of nominations are voted in at the Annual Meeting and the new Board members start their position.

*In order to be considered for a board position, please fill out the [Interest Form](#) and read the Board of Directors Recruitment Manual below.*

**Deadline for Interest Forms: Monday., Oct. 27th, 2025 at 11:59 pm Pacific**





# Board Manual

# Table of Contents

<a href="#"><u>Who is Imagine?</u></a>	3
<a href="#"><u>2025 Staff Roster</u></a>	4
<a href="#"><u>2025 Board of Directors Roster</u></a>	4
<a href="#"><u>2025 Board of Directors' Committees</u></a>	5
<a href="#"><u>Board Director Job Description</u></a>	6
<a href="#"><u>Understanding the Role of Board Members</u></a>	7
<a href="#"><u>The Governance Role of Nonprofit Boards</u></a>	7
<a href="#"><u>How do Board &amp; Staff Roles Differ?</u></a>	8
<a href="#"><u>The Fiduciary Duty of Nonprofit Boards</u></a>	9
<a href="#"><u>Fundraising</u></a>	10
<a href="#"><u>New Director Orientation</u></a>	10

# Intro

What you are about to read is a small snapshot of what it means to be a Director on the Imagine Theatre Board of Directors. We are a small, tight-knit organization that strives to provide students in the greater Portland area with the best possible performing arts education. We firmly believe in the values of community, inclusion, education, and excellence and we strive for Theatre for All. Read more about us at [imaginetheatre.org/about](http://imaginetheatre.org/about)

As you consider applying to be a Board Director for Imagine Theatre, we ask that you contemplate the following information and reach out with any questions.

Thank you so much for taking the time to consider joining us in this work.

# Who is Imagine?

[Take A Look At Our About-Us Page Here.](#)

## 2025/26 Board & Staff Roster

### 2024 Staff

Title	Role Type	Name	Contact & Phone	Summary
Executive Director	Part-Time Paid Staff	Alec Martinez	<a href="mailto:alec@imaginetheatre.org">alec@imaginetheatre.org</a>	Oversee all programming & administration.
MainStage Artistic Manager	Part-Time Paid Staff	Shanae Tullis	<a href="mailto:shanaet@imaginetheatre.org">shanaet@imaginetheatre.org</a>	Oversees MainStage Artistic Programming (Oak Grove).
Studio Artistic Manager	Part-Time Paid Staff	Lauren Pickthorn	<a href="mailto:lauren@imaginetheatre.org">lauren@imaginetheatre.org</a>	Oversees Studio Artistic Programming (Boring)
Education Manager	Part-Time Paid Staff	Louise Kruse	<a href="mailto:louisk@imaginetheatre.org">louisk@imaginetheatre.org</a>	Oversees all Educational Programming - Classes, Summer Programs, Thespian Troupe, etc.
MainStage Production Coordinator	Part-Time Paid Staff	Kim Wallace	<a href="mailto:kimw@imaginetheatre.org">kimw@imaginetheatre.org</a>	Assists with the management of the MainStage Artistic Programs and runs the daily operations of the assigned show/term.
StudioProduction Coordinator	Part-Time Paid Staff	Kelsey Wallace	<a href="mailto:kelseyw@imaginetheatre.org">kelseyw@imaginetheatre.org</a>	Assists with the management of the Studio Artistic Programs and runs the daily operations of the assigned show/term.
Sponsors & Special Events Coordinator	Part-Time Paid Staff	Angeline Hill	<a href="mailto:angelineh@imaginetheatre.org">angelineh@imaginetheatre.org</a>	Works with ED to oversee large fundraising events (gala). Directly oversees Sponsors/Marketing Committees for each show.
Sponsors & Special Events Assistant	Community Catalyst Team (volunteer)	Ann McCarville		Specifically dedicated to assisting Angeline with big events and Sponsors/Marketing Committees.
Grants Coordinator	Community Catalyst Team (volunteer)	Shelbi Sherman		Works with ED to procure grants.
Sets/Props Coordinator	Community Catalyst Team (volunteer)	Kyle Chard		Supports the Sets/Props Chair for each production and oversees related storage.
Costume Coordinator	Community Catalyst Team (volunteer)	Katie Haywood		Supports the Costume Chair for each production and oversees costume Storage.



## 2024 Board Slate & Openings

Director/Position	Name
Director 1 - President	Dave Barnhart
Director 2 - Secretary	Michelle Chard
Director 3 - Treasurer	OPEN
Director 4 - Director at Large	OPEN
Director 5 - Director at Large	OPEN
Director 6 - Director at Large	Shebi Sherman
Director 7 - Director at Large	OPEN
Director 8 - Director at Large	Rayma Barnhart
Director 9 - Director at Large	Kim Wallace
Director 10 - Director at Large	Katie Haywood
Director 11 - Director at Large	Mindy Burel
Director 12 - Student Rep	OPEN
Executive Director	Alec Martinez

## 2025 Imagine Board of Directors' Committees

### Community Committee

Chaired By: TBD

Direction:

Create, manage, and execute Organizational activities, events, and communications in partnership with staff, that promote community and belonging.

### Development/Fundraising Committee

Chaired By: TBD

Direction:

Support with grants, fundraising events, promotions, donor appreciation, etc.



## **Executive, Finance & Administrative Committee**

The Executive Committee is composed of the Board President, Board Treasurer, and the Executive Director.

This committee is responsible for any duties assigned by the Board of Directors.

Current duties include:

- Oversee, assist where needed, and provide direction to the Organization's financial and operational management.
- Overseeing, managing, and providing guidance to Board Committees.
- Acting as the Nominations Committee regarding reviewing requests from Directors to be nominated for a second term.
- Review Executive Staff using the evaluations given by the Board of Directors.

# Board of Directors Member Job Description

## Qualifications:

- Must understand and adhere to the policies reflected in the Vision, Mission Statement, and Values and Objectives.
- Must be willing to sign an acknowledgement of said values.
- Should have experience/interest in business/non-profits, education, youth, theatre-arts, and inclusion.
- Must demonstrate leadership qualities.
- Must be willing to give time, effort, and resources to the work of Imagine.

## Specific Tasks:

- Oversees the actions of the Executive Staff in the delegation and administration of responsibilities to other staff members.
- Determine the future direction of the company and develop plans of action.
- Determine policies and procedures that reflect the organization's Vision, Mission, Values, and Objectives, guiding its operation.
- Maintain the company's financial stability, including fundraising efforts as determined by the Board Members.
- Manage and oversee the company's legal affairs to maintain its non-profit status.
- Reviews Executive proposals and considers new staff positions/structures and appropriate compensation.
- Meeting attendance is mandatory with 3 excused absences per year.
- Serve on at least one standing committee, unless otherwise arranged or excused.
- Help secure other qualified community leaders as future Board Members.
- Make annual personal and/or business contributions to support the work of Imagine (time, talent, and/or treasure), as well as solicit funds from others for fundraising efforts such as Giving Tuesday and other special events.
- Holds in confidence all business matters of the Board, unless they are intended to be public information.

## Term:

Election is for a three-year term (unless stated otherwise) and is subject to re-election with approval of re-election by the Executive Committee.

## Financial Expectations of Board Members:

While no financial contributions are required, Imagine asks that all members of the Board of Directors strongly consider becoming financial contributors (annual, monthly, etc.) to the best of their financial ability. It is not uncommon for grants and donors to ask about the financial contributions of Board members in consideration of their offering. It is most desirable to have a Board that is invested in the mission.

**What Directors do not do:** At Imagine Theatre, Directors of the Board do not vote on productions or related programming details. The Board provides broad direction to staff for programming, but the execution of this programming is the responsibility of both staff and the Executive Director. The ED will update the Board on programming details at every meeting and will make every effort to inform the Board of said details before public announcements.

# **Understanding the Roles and Responsibilities of Board Members**

There are 9 basic, and simply stated, responsibilities of the Imagine Board:

1. Uphold Imagine's Mission Statement, Vision, and Values and Objectives.
2. Fundraise.
3. Hire, support, and evaluate Executive-level staff
4. Oversee the management of resources.
5. Monitor the organization's programs and services.
6. Enhance the organization's public image.
7. Carefully select, orient, and involve new Board Members.
8. Assess the Board's own performance.

## **The Governance Role of Nonprofit Boards**

How does the Board govern more and manage less?

1. FOCUS: Focus on policy objectives, organizational strategy, and the relationship between budget and priorities.
2. MEETINGS: Develop and use a constant agenda that allows for staff, student, and Director input. Organize agendas in a way that direct the Board's attention to matters of policy, strategy, and priority.
3. REINFORCING VALUES: Link the current agenda to the strategic plan (below).
4. ORGANIZATIONAL STRATEGIC PLAN: Develop a strategic plan that supports the staff's goals for the organization.
5. BOARD STRATEGIC PLAN: Develop clear expectations and a plan of action for the Board of Directors.
6. ASSESS: Assess the performance of the Board, and the progress of the strategic plan on a regular basis.
7. REASSESS: When a plan is not bearing fruit, it may be time to reassess the plan of action. When making a new plan, still be diligent in connecting the plan with the core values/mission of the organization and with the strategic plan.
8. CELEBRATE: Celebrate the success of the organization's, and Board's initiatives/plans.

## How do Staff & Board Roles Differ?

	<b>BOARD</b>	<b>STAFF</b>
Governance of the Board	Recruits new Directors; maintains meeting minutes; ensures job descriptions and By-laws are followed; provides ongoing Board training and development; delegates management to Executive Staff.	Maintain active engagement with the Board; help provide consistent Board development; manage the organization in accordance with sound business practices and Board input.
Finance & Legal	Ensures organization is properly managed and that proper governmental procedures are followed; uses proper judgment in all business and financial transactions; approves and monitors the budget.	Maintains day-to-day finances with assistance from the Treasurer of the Board. Compiles all information and regularly reports to the Board; keeps the Board informed of all business transactions and alerts the Board if illegal or unethical issues occur.
Policy	Formulates policy in areas of finance, legal issues, systems, etc.	Provides information for the Board to help form policy; proposes relevant policy and/or updates; implements approved policy.
Planning	Approves the organization's mission and its parameters; approves and helps carry out goals, objectives, and direction.	Works with the Board to review mission and develop new programs; helps to carry out strategic plans; creates annual evaluation plans.
Fundraising	Approves fundraising goals and Plans; actively participates in fundraising efforts.	Provides input to fundraising plans; helps implement and actively participates in fundraising efforts.
Program	Reviews all program ideas; sets up evaluation criteria and periodically evaluates programs and the Board.	Implements programs approved by the Board; participates in the evaluation of programs.
Personnel	Recruits, hires, and evaluates Executive Staff to ensure that the organization receives competent management; reviews personnel policies.	Hires and evaluates all other personnel; helps prepare personnel policies for Board review.

# The Fiduciary Duty of Nonprofit Boards

Financial oversight is a crucial component of a well-functioning Board. Board Directors must maintain financial accountability of their organization with assistance, guidance, and leadership from the Treasurer of the Board. Board Directors act as trustees of the organization's assets and must exercise due diligence to oversee that the organization is well managed and that its financial situation remains sound.

Board Members to stay objective, unselfish, responsible, honest, trustworthy, and efficient. Members, as stewards of public trust, must always act for the good of the whole organization, rather than for the benefit of themselves or a small group within the organization. They must exercise reasonable care in all decision-making, without placing the organization under unnecessary risk.

## Understanding the Financial Basics

Not every Board Member is a financial guru. However, every Board Member should understand basic financial terminology, to be able to read a financial statement and judge its soundness, and to have the capacity to recognize warning signs that might indicate a change in the overall financial health of the organization. If a Board Member does not understand something, they must be willing to find out the answer and ask questions.

Specific questions Board Members should always ask are:

- Is our financial plan consistent with our strategic plan?
- Is our cash flow projected to be adequate?
- Do we have sufficient reserves?
- Are any specific expense areas rising faster than their sources of income?
- Are we regularly comparing our financial activity with what we have budgeted?
- Are we regularly comparing our financial activity with our strategy?
- Are our expenses appropriate?
- Do we have the appropriate checks and balances to prevent errors, fraud, and abuse?
- Are we meeting the guidelines and requirements set by our funders?

## In the role of financial overseer, Board Directors are responsible for:

1. Approving the budget, the framework for program management, and administration.
  - Examine financial statements regularly, as provided by the Board Treasurer and Organization Staff.
  - Compare actual figures to projected ones.
  - Question any major variances.
2. Overseeing the organization's legal obligations.
  - Verify that all filing requirements and tax obligations are completed
  - File Form 990 on time.
  - Withhold and pay employment taxes.
  - Document and justify executive compensation in keeping with IRS regulations on nonprofit financial transactions.

# Fundraising: It's Part of the Job

Ambiguity about Board Members' responsibilities for fundraising is widespread and in their efforts to recruit new leadership, fundraising often falls to the wayside. Imagine recognizes the importance of Fundraising and Development. Imagine Fundraising/Development efforts will be coordinated by the Development Chair of the Board of Directors in collaboration with the Executive Staff and the Board.

As a non-profit Board Member you must keep in mind:

- Fundraising is a major priority and funds are best solicited by an effective collaboration of Board and Staff.
- As a Board Member, you should share selflessly in the institutional vision, but expect that your time, talents, and accomplishments will be appreciated and warmly acknowledged.

Your Personal Involvement:

- Contribute (Time, Talent, Treasure, etc.)
- Understand, endorse and oversee planning
- Contribute to the mailing list and write supporting letters and thank-you letters
- Identify, introduce, & evaluate prospects, and assist with cultivating prospects
  - Individuals | Foundations
  - Corporations | Other nonprofits
- Seek additional contributions.

## New Director Orientation

If joining as a new Director of the Imagine Board, you will need to become well acquainted with the organization!

Each new Board member should receive the following information:

- Board Manual
  - History & Mission Statement
  - Current Board roster
  - Current Staff list and information
  - Committee information
  - Board member job description, statement of responsibilities
- Calendar of Meetings and Events
- Financial information
- Strategic Plan (To-Be Created)
- Program Information
- Annual Report, brochures, news articles
- By-laws
- Conflict of Interest Policy
- Other Applicable Policies