



Overview of Board Membership Roles and Responsibilities DRAFT - November 2025

FRIENDS OF LIBERIA OPERATING PRINCIPLES

Mission statement: Friends of Liberia is a non-governmental, non-profit organization that is driven by Liberian initiatives, programs, and innovations that seek to positively affect Liberia and Liberians through education, social, cultural, economic, and humanitarian programs, and through advocacy efforts.

Vision of FOL: To be an effective organization for supporting Liberia in its quest to be a country in which every Liberian has opportunities for quality education and employment, and access to quality health care.

Strategic Plan: [Strategic Plan - Friends of Liberia](#)

Bylaws: [Bylaws - Friends of Liberia](#)

BOARD MEMBERS

Purpose of the Board: To advise, govern, oversee policy and direction, and provide leadership and general promotion of FOL to support the organization's vision, mission, strategic goals and bylaws.

FOL Board Membership:

- President
- Vice President
- Secretary
- Treasurer/Finance Committee Chair
- Membership Committee Chair
- Development Committee Chair
- Communications Committee Chair
- Education Committee Chair
- Health Committee Chair
- Small Grants Committee Chair
- Member-at-Large (up to 5 members)

We endeavor to have co-chairs for each position listed above. While the co-chairs share just one vote when voting on FOL Board matters, they coordinate with each other and share the work for carrying out the position's responsibilities. In addition, FOL has an advisory group of FOL members with extensive experience with both FOL and Liberia. This advisory group is available to assist any board member on a wide variety of topics.



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Major Board responsibilities

- Attend and actively participate in quarterly board meetings
- If a committee chair, prepare and submit your committee report on a quarterly basis detailing committee activities, accomplishments and challenges
- Prepare and submit an annual budget for activities related to your position or program.
- Vote on the adoption of the annual FOL budget and any subsequent changes to the budget during the fiscal year
- Review and comment on the monthly and annual financial reports prepared by the Treasurer
- Review, comment and vote on projects recommended by the Small Grants committee
- Contribute content to the FOL Annual Report and review the report for completeness
- Review the FOL strategic plan on an annual basis and assist with updating this plan, as deemed needed and appropriate by the Board
- Collaborate and cooperate with other Board members for the overall success of FOL
- Be open to explore networking opportunities outside of FOL including, to reach out, share information, and collaborate with individuals, groups, and organizations conducting projects in Liberia compatible with FOL's mission and vision.
- Be open to attending NPCA events and attending events by representatives of the Liberian government or by Liberian American groups in the US.

Length of Term: Serve at least one term for a minimum of one year. If desired and approved by the Board, a Board member may be able to serve multiple terms but with the understanding that the Board wishes to maintain a mixture of both new and experienced Board members.

Meetings and Time Commitment:

- Attend virtual quarterly board meetings which, on average, last about 90 minutes each
- Once a year, one of the quarterly board meetings is typically a hybrid meeting where board members may attend in person or participate virtually. The hybrid meeting can last up to approximately 6 hours.
- Attend any special board meetings (virtual only) organized in accordance with the FOL bylaws.
- If a Committee Chair, lead and manage the work of your committee. Organize and conduct committee meetings periodically throughout the year.
- Respond promptly to other Board members' FOL-related communications and information needs

Other Expectations for Board Members

- Understand that all your work is voluntary and there is no compensation for your time rendered regarding FOL Board activities
- Abide by all legal, fiduciary and ethical responsibilities of Board members



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- Have general familiarity with best practices on duties and responsibilities of non-profit boards. Review information at boardsource.org or similar websites
- Comply with the National Peace Corps Association Code of Ethics and Conduct (CEC) [NPCA Code of Ethics and Conduct - 3 March 2018](#)
- Be aware of and comply with the IRS rule for 501(C)(3) non-profit organizations to be politically non-partisan [Exemption requirements - 501\(c\)\(3\) organizations | Internal Revenue Service](#)
- Visit our website, www.FOL.org, to review our Bylaws and other relevant information

SPECIFIC BOARD MEMBERS DUTIES AND RESPONSIBILITIES

President

- Provide overall leadership to FOL based on our Mission, Vision, Strategic Plan and Bylaws
- Lead and conduct the day-to-day business of FOL in accordance with the FOL Bylaws
- Utilize your authorization to make FOL expenditures up to a designated amount as approved by the Board on an annual basis
- Conduct Board meetings
- Routinely check in with FOL committee chairs on the status and any new developments regarding their projects or other activities
- Monitor progress on the FOL Strategic Plan and recommend changes to the Board as needed
- Provide final editing and approval on any formal correspondence, proposal, or report sent to external parties
- Sign contracts, legal documents, grant approval letters, and other FOL commitments, except as designated to others in the Bylaws or as delegated by Board consent
- Represent and act as the primary spokesperson for FOL
- Respond to external communications and inquiries or delegate this task to another Board member as appropriate
- Mentor the Vice President(s) to be able to assume role of President
- Provide feedback to any Board member whose performance as a Board member has not been supportive of the overall effectiveness of the Board
- As approved by the Board, the position of President may be filled by two persons (i.e., Co-Presidents) who shall coordinate and share the above listed responsibilities. In addition, on a case-by-case basis, the President or Co-President may delegate certain specific tasks to another Board member on an as needed basis.

Vice President

- Perform the duties of the President if requested by the President
- Be in communication with the President about all FOL matters
- Draft Board meeting agendas for review and comment by the President



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- Notify Board of upcoming Board meetings, secure meeting location, coordinate preparation and distribution of materials needed for Board members prior to the meeting
- Assist President with oversight and collaboration on the work, activities, and any recommendations by Board members
- Review the FOL Board member roles and responsibilities document at least annually and recommend changes to Board as needed
- Take the lead on preparing FOL's Annual Report each year, delegate tasks to content writers, and develop and share schedule for timely report preparation and issuance
- Carry out special assignments as requested by the President
- Bring to attention of President and Board regarding key developments in Liberia, the Liberian diaspora, and other groups active in Liberia, including current events that may affect FOL programs
- Evaluate and propose advocacy actions on issues or topics that affect Liberia and that are of interest to the members of the organization.
- As approved by the Board, the position of Vice President may be filled by two persons (i.e., Co-Vice Presidents) who shall coordinate and share the above listed responsibilities. In addition, on a case-by-case basis, the Vice President or Co-Vice President may delegate certain specific tasks to another Board member on an as needed basis.

Secretary

- Attend and take meeting notes during all Board meetings or ensure that these duties are assumed by another Board member.
- Issue draft meeting minutes for Board review, comment and approval within one week after each Board meeting. Meeting minutes must include date, time, location of meeting; list of those present and absent; list of items discussed; list of reports presented; summary of key Board discussions, any Board motions presented and description of the disposition of each motion.
- Sign the final, approved minutes and ensure storage of final meeting minutes on the FOL SharePoint site
- Assume organizational and logistical responsibilities of the Vice President (VP) or Co-VP upon formal request by the VP or Co-VP
- Serve as FOL archivist, be knowledgeable of the organization's historical records and related materials, providing advice and resources to the Board
- Maintain the compendium of Board policies and FOL Bylaws on SharePoint.
- Be responsible for the overall management and maintenance FOL's Microsoft account including our SharePoint site
- Organize and maintain documents in the Administration and Operations section of the FOL SharePoint site.

Treasurer

- Comply with financial accounting requirements for nonprofit organizations and requirements for local and State registrations and federal IRS reporting requirements



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- Serve as primary liaison with any financial institution used by FOL or under consideration for use by FOL
- Present the draft annual budget (for the subsequent calendar year) to the Board for review and comment no later than the 3rd quarterly meeting. Based on input from the Board, present the final budget for Board review and approval prior to the end of each calendar year
- Distribute monthly summary financial reports to Board members.
- Distribute the annual financial report for Board members input and ensure that the final report is posted on the FOL website
- Supervise all payments made from FOL accounts, including credit card use
- Administer and oversee FOL's contract with the private accounting firm under contract to track and report on FOL finances
- Ensure that all member donations and all other income streams are received, recorded, and deposited in accordance with accepted accounting methods and all such information is provided to the FOL accounting firm
- Transmit funds to Liberian grantees, pay invoices according to the FOL budget and Board directives and report all such transactions to the FOL accounting firm
- Ensure that FOL files all required tax forms and declarations to the IRS annually.
- Serve as the chair of the FOL Finance Committee. Hold committee meetings with the goal to:
 - Assist the Treasurer in the preparation of an annual FOL budget which is submitted to the Board for review, comment and approval
 - Assist the Treasurer in the preparation of monthly and annual financial reports to the Board
 - Assist and consult with the Treasurer in all areas of fiduciary responsibility of the organization
 - Assist the Treasurer with any financial audits
 - Assist the Treasurer with inquiries from other Board members concerning proposal development, contract administration, requests for reimbursements of FOL-related expenses, logistics, travel, and other areas of FOL operations
- Evaluate and recommend to the Board the need and scope for an independent, external financial audit. If approved by Board, implement, oversee and report on the audit findings and follow-up actions, if any

Board Members At-Large

- Participate in at least one FOL committee or participate directly on a FOL project
- Perform special duties as requested by President, Co-President or a majority of Board of Directors
- Select an external group for outreach and collaboration (e.g. Liberian groups in the U.S., Liberian groups in Liberia, recent RPCVs from Liberia, Rotary Club International, formerly active FOL members, the Liberia Studies Association, etc.)



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Membership Committee Chair

- Read the 2024 FOL Membership Survey Report and note membership demographics, interests and trends
- Research what other NGOs do to attract new members.
- Create a FOL Membership Plan detailing activities the Membership Committee shall undertake to maintain and increase FOL membership
- At Board meetings, report on quarterly on changes in membership, sources of new members, effects of outreach activities, and propose new strategies in maintain and increase membership
- Initiate and coordinate FOL social and educational activities (e.g. FOL Townhall Meetings) as part of your efforts to increase and maintain membership, act as FOL's "Cultural Events" coordinator
- Become familiar with the FOL membership database stored under FOL's account on the Bloomerang platform
- Promptly enter new member information and maintain the FOL membership database
- Organize and maintain documents in the Membership section of the FOL SharePoint site

Communications Committee Chair

- Read the 2024 FOL Membership Survey Report and note membership demographics, interests and trends
- Update (as needed) and implement the Communications Committee Strategic Plan
- At Board meetings, report on recent and upcoming FOL communications
- Become familiar with communications functions especially email blasts on the FOL Bloomerang platform
- Develop and issue routine quarterly FOL Newsletters via email blasts to all FOL membership
- Coordinate, develop, and issue external communications beyond the routine newsletters which may include occasional news releases, calls to action, conference and event notices, etc. Such communications will typically be issued via email blasts to all members.
- Review and update all content and maintain the FOL website, www.FOL.org.
- Administer FOL's Facebook public page site, encourage contributions, remove spam and other inappropriate posts.
- Review cost/benefit for FOL's use of other social media and make recommendations to the Board periodically.
- Organize and maintain documents in the Communications section of the FOL SharePoint site

Development Committee Chair

- Create, plan, implement, manage and provide oversight of all aspects related to fundraising for FOL
- Identify donor opportunities, maintain the donor database on the FOL Bloomerang platform
- Work with development committee members to advance fundraising efforts of FOL and assist with sharing the workload
- Analyze donor trends and recommend new fundraising methods to Board and Communications Committee Chair



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- Identify and develop proposals or applications for grants that are suitable for FOL
- Develop and issue routine fundraising appeal emails sent out via Bloomerang as Email blast blasts
- Develop and issue annual hardcopy appeal letters sent out via regular US mail
- Explore and develop fund-raising strategies and resources needed for long-term sustainability of FOL and its projects
- Develop business plans in consultation with the Treasurer for possible generation of long-term incomes for the organization (e.g. investments)
- Liaison with private agencies and foundations to explore opportunities for long-term financial investments
- Involve FOL members, especially members over 50 years old, in Legacy Giving, including identifying FOL as a beneficiary on their will or trust
- Encourage endowment giving with members
- Periodically remind retired FOL members that designating FOL for a charitable distribution from Required Minimal Distributions is a direct reduction of individual income by the U.S. IRS
- Organize and maintain documents in the Development section of the FOL SharePoint site

Small Grants Committee Chair

- Lead all activities associated with the Small Grants program. Organize and conduct committee meetings.
- Undertake activities to expand awareness in the non-profit community in Liberia about the FOL small grants program
- Receive, evaluate, and communicate with small grant applicants regarding their proposals.
- On a quarterly basis, develop a list of recommended proposals and make applicant proposal information to the Board for review and comment
- Notify approved (and not approved) project applicants and follow-up with approved applicants with information about grant funding, and support for project grantees.
- Reach out to current Peace Corps Volunteers in Liberia, whenever possible, to create awareness about our small grant program and possible support roles PCVs may play during applicant proposal preparation.
- Coordinate with Treasurer to develop reliable means of transmitting approved funding to grantees
- Review and follow-up with Grantees regarding the Grantee's project status reports
- Implement the committee's small grant monitoring and evaluation program
- Organize and maintain documents in the Small Grants section of the FOL SharePoint site

Education Committee Co-Chair

- Have a general knowledge of the education landscape in Liberia
- Attend all Education Committee meetings
- Coordinate with the other co-chair to ensure the committee runs smoothly
- Lead all activities associated with the Education Committee, including scheduling and attending meetings, taking notes, attending board meetings, uploading files and reports to SharePoint.



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- Collaborate with partners (WE-CARE, HIPPY) to ensure that the Family Literacy Initiative (FLI) program runs smoothly. This is mostly done through monthly stakeholder meetings.
- Oversee sub-committees depending on committee needs such as monitoring and evaluation (M&E), Literacy Landscape Paper, Budget and other events/topics
- Dialogue with WE-CARE (and other potential Liberian partner organizations as appropriate) via monthly meetings with the Education Committee on ideas, methods, and possible pilot projects to expand and improve our FLI program
- Work with the Development Committee to identify potential external funding sources (grants and partnerships), develop options on how to present the FLI program for FOL fundraising drives and collaborate with partners to complete grant applications
- As needed, present the FLI program at conferences, professional meetings, and create academic publications, etc.
- Explore other education projects in Liberia that FOL could carry out or support in the future
- Organize and maintain documents in the Education section of the FOL SharePoint site.

Health Committee Chair

- Maintain a historic and current general understanding on the status of health and health education needs in Liberia, Liberian governmental national plans for addressing these needs, and other programs underway or planned by international donors, non-governmental groups, and non-profit organizations.
- Lead activities of the Health Working Group, including regular meetings.
- Manage, monitor, and evaluate FOL's annual workshops to enhance the teaching competency of Liberian nursing and midwifery educators in delivering evidence-based, effective, and quality teaching-learning strategies and evaluation methods.
- Develop annual budgets and administer contracts with Mother Patern College of Health Sciences which carries out the workshops at Phebe-Esther Bacon College of Health Sciences of Phebe Hospital. Monitor and evaluate the work of Mother Patern College per the requirements of FOL's contracts.
- Provide reports to the Board, no less than annually, on all aspects of the nursing and midwifery educators workshops, financial accountability, actual impact, and potential for future growth.
- Investigate and recommend to the Board health-related programs and projects in Liberia, including how the prospective project enhances FOL's mission, budget projections, feasibility of sustainability, and evaluation of positive impact for the Liberian people.
- Develop FOL response plans, consistent with FOL's mission, to a health crisis in Liberia as FOL has previously responded to Ebola, Covid, and the Totota Burn Victims
- Present the FOL's health program at conferences, professional meetings, etc. as appropriate.
- Organize and maintain documents in the health section of the FOL SharePoint site