



BOARD OF DIRECTORS | POSITION DESCRIPTION

Hospitality Minnesota is looking for its next cohort of committed Board members dedicated to helping the Association achieve its vision and mission by living into our values and following our guiding principles. They are:

Vision | Uniting Minnesota’s hospitality industry to lead and shape the future.

Mission | Driving the growth and success of Minnesota’s hospitality businesses through knowledge-sharing, advocacy, and workforce support and development. | Inform. Engage. Advocate. Lead.

Value Proposition | Helping our members solve the problems of today while providing the vision for tomorrow to achieve financial and operational success.

Guiding Principles

- **Member-Driven** Service focused problem-solver – anticipate and respond creatively to industry changes and member needs; member satisfaction is a priority
- **Future-Oriented** Leveraging technology and innovation to drive the future of Minnesota’s hospitality workforce and business operations no matter the size
- **Results-Driven** Clearly defined measurable outcomes

FUNCTION OF THE BOARD

A Board Director for Hospitality Minnesota provides governance for the organization and collaborates with management to determine a strategic direction that ensures that it fulfills its obligations to all members. The Board provides oversight to management, coordinating mission and strategy. Hospitality Minnesota (a 501c(6) non-profit trade association) and the Hospitality Minnesota Education Foundation (a 501c(3) charitable purpose education foundation) share one President & CEO who serves as a non-voting board member on both boards. Board members participate on the full board, on standing committees and on advisory groups, committees and task forces to ensure the alignment of strategies, accountabilities and tactics.

ROLE OF A BOARD MEMBER

Candidates for the Hospitality Minnesota Association Board of Directors must understand, support and promote the vision, mission, goals and culture of the Association. Serving member businesses across the state, Hospitality Minnesota was formed through the merger of the Minnesota Lodging Association, the Minnesota Restaurant Association and the Minnesota Resort and Campground Association in April, 2020 to serve as a unified association serving the hospitality industry. It organizes members to



advocate for the interests of business owners and their employees, brokers access to value-added resources that help businesses thrive, and provides opportunities for education and training to grow and strengthen the hospitality industry in Minnesota.

Participation on the Hospitality Minnesota Board of Directors facilitates connections to other industry leaders; offers opportunities to build business knowledge through education and networking, insights into current trends, regulations, emerging technologies; and the power of a collective voice in local, state and federal policy-making.

The Board is charged with setting the strategic direction, developing policy, acting as Fiduciaries, and providing mission oversight, while staff are responsible for the operation and administration of the organization.

QUALIFICATIONS

1. Individual Characteristics

- A. **Integrity and Accountability** Bring integrity, insight, energy and analytical skills to Board deliberations. Be accountable in fulfilling the stated requirements of the position.
- B. **Time Commitment** Make the commitment to devote the necessary time and attention to oversee the affairs of a non-profit organization and participate in its signature events, including the preparation needed to fully participate and serve.
- C. **High Performance** Act as an independent thinker who can challenge and stimulate management to the betterment of the association and the industry it serves.
- D. **Vision, Knowledge, Experience and Intuition** Bring vision, knowledge, experience and intuition to help drive the future success of the business.
- E. **Perspective** Serve, with the “association and industry first” in mind, while tending to the diverse interests and communities that make up the hospitality ecosystem. Personal and professional gain is secondary.

2. Leadership Attributes

- A. **Self-Leadership** Possesses the confidence and trust of others through authentic, ethical, respectful leadership behavior , adapting effectively to change, and pursuing continuous self-development.
- B. **Relationships** Builds and leverages strong, generative and lasting relationships with people. Creates an environment in which diversity is welcome and people communicate honestly and openly and work collaboratively to build Hospitality Minnesota.
- C. **Performance** Focuses on achieving goals of the association - and the industry as a whole - with dedication and persistence, anticipating and overcoming barriers to desired results.



- D. **Discipline** Maintains membership focus and organizational alignment, while driving continuous improvement and innovation.
- E. **Stewardship** Makes sound decisions that protect the Hospitality Minnesota's interests, brand and culture. Considers the effect of one's own actions on the reputation of the organization, and leverages opportunities to produce positive long-term impact.
- F. **Participation** Promotes the Association's business by engaging in the organization's programs/events; conducts the appropriate review and preparation for board meeting engagement; serves as an ambassador for Hospitality Minnesota within your organization and community; demonstrates support for the organization's mission by considering sponsorship support and annually pay the fair amount of your organization's membership dues.

3. **Boardroom Knowledge, Skills and Abilities**

- A. **Leadership and Management Experience** Currently holds a leadership position in a hospitality business or organization and/or demonstrates expertise in dealing with complex business situations including those with a non-profit and/or industry scope.
- B. **Industry Knowledge** Possesses industry experience or knowledge in areas of pertaining to Hospitality Minnesota and its diverse members, with particular emphasis on the three core industry sectors of lodging, restaurants, resorts and campgrounds.
- C. **Skills** Possesses and/or acquires additional knowledge and skills in areas of importance to Hospitality Minnesota such as:

Strategy and Planning

- Insights on business issues and contribute to strategy-making process.
- Sufficient understanding of non-profit organizations.

Human Resources

- Knowledge and insights on human resources trends impacting the hospitality industry.
- Familiarity with Hospitality Minnesota's staff roles, hiring practices and policies. Dedication to equal opportunity employment standards and practices.

Financial Management

- Knowledge and understanding of budget strategy generally, and the ability to read, understand and discuss financial statements.
- Basic understanding of financial drivers unique to a non-profit trade association.



Fundraising/Political Action Committee

- Support the Hospitality Minnesota Political Action Committee (HOPAC) through financial contributions and by serving as ambassador/influencer to encourage membership participation.

IT Knowledge

- Expertise in the emerging trends in hospitality-related technology and their application to help drive business decisions.

BOARD RESPONSIBILITIES

The entire board is legally responsible for all areas listed below. As a practical matter, however, responsibilities are delegated to committees. Committees seek board approval of their recommendations. It is expected that board members will participate on one or more committees.

Entire Board

- A. **Business plan** Strategic and annual
- B. **Programmatic direction** Ensure alignment with industry needs and anticipates trends
- C. **Succession planning** Recruit/retain chief executive, audit/accounting firm and attorney
- D. **Annual operating budget and interim reports** Provide financial and resources oversight
- E. **Capital structure and capital expenditures** Longer-term infrastructure investments
- F. **Legal matters** By-laws, elections, compliance, ethical integrity
- G. **Board governing policies and processes** Clearly delineated from management policies
- H. **Committee Oversight** Agendas, assignments and outcomes

Other Board Responsibilities Include

- Define and advance mission and purpose.
- Support the chief executive, assess organization performance and maintain accountability.
- Guide strategic planning.
- Promote the organization and help attract new members.
- Recruit and develop future volunteer leaders.
- Determine, monitor and identify opportunities to enhance programs and services.

Hospitality Minnesota encourages and follows the guidelines set forth from the Office of the Minnesota Attorney General regarding fiduciary duties of directors of non-profit organizations. As such, we ask adherence to the following duties from board members:

1. **Duty of Care** Directors must discharge their duties in good faith, in a manner the director reasonably believes to be the best interests of the organization.



2. **Duty of Loyalty** Directors should avoid using their position or the organization’s assets in a way which would result in any monetary personal gain. A director should put the good of the organization first and avoid engaging in transactions with the organization from which the director will benefit.

3. **Duty of Obedience** Directors have a duty to follow the organization’s governing documents (articles of incorporation and by-laws), to carry out the organization’s mission and to assure that funds are used for lawful purposes.

ASSOCIATION FIRST

Within their board participation, directors are expected to put the best interests and priorities of the association ahead of their personal business interests.

TIME COMMITMENT

In addition to the dedication of the amount of time to Board meetings outlined in Section 1-B, serving as a board member requires some Minnesota travel from time to time. National travel for federal lobbying efforts may also be requested. (see table)

In addition, board directors are expected to attend signature association events such as Days at the Capitol, Conference & Expo, and the Annual Meeting of the membership.

Estimated Time Required	
Preparation for Board Meetings	One to Two Hours Per Month
Annual Strategic Planning Meeting	One Full Day or One Two-Day Meeting (overnight) per year
Board Meetings	Four to Six Meetings Per Year (three to four hours in length)
Board Committees and Related Preparation	Four to Six Meetings Per Year (generally one to two hours in length) One to Four Hours Per Month, dependent upon role
Other Related Activities	Time will vary depending upon type of requested activity and includes association events and advocacy.