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Sherwood Thompson

Eastern Kentucky University, sherwood.thompson@eku.edu

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The Establishment of Effective Advisory Boards for Promoting Social Justice in the Arts on College Campuses

Sherwood Thompson, Ed. D.

Associate Professor

College of Education, Eastern Kentucky University

Richmond, Kentucky

United States of America

E-mail: sherwood.thompson@eku.edu

Abstract

This paper focuses on some of the important aspects of establishing an advisory board on college campuses for governing arts organizations with social justice missions. In contrast to Boards of Directors of for-profit corporations, the nonprofit advisory board services the needs of organizations by performing services aimed at assisting the activities of the organization. Most boards are made up of people who like the same things and who support the same causes. This is especially true for arts organizations which tend to have a homogeneous board make-up. This paper makes the argument that advisory boards are an important component of arts organizations with a social justice mission and purporting the board members are unique volunteers with a social consciousness which supports efforts to advance the cause of underrepresented and disenfranchised populations. Board members are responsible for some strategic administrative functions which are outlined in this paper. Furthermore, this paper attempts to capture the essence of why advisory boards are necessary for successful arts organizations working on social justice activities.

Introduction

Advisory boards have become common components of diversity, equity programs, and arts programs that promote social justice on a number of college and university campuses and for community service organizations over the last decade. Advisory boards of this nature serve as partnerships with the arts organization and they offer collaboration to the organization on activities, events, and programs Brown (2002). The overall function of advisory boards for arts organizations has been to secure funds for the group's operation. Arts advisory board members served as fund raisers by linking the organization with corporate foundations and individuals who donate to arts causes. However, there are concerns about the functionality of the boards and their relationship to the arts organizations they represent. These concerns evolve around their effectiveness in assisting organizations in promoting their causes.

Across the United States, nonprofit organizations have incorporated advisory boards into their line-up of educational programs to assist their organizations in overcoming a major dilemma that of getting and sustaining popular support for art programs emphasizing social justice themes. On one hand, few social justice organizations stressing art programs have effective advisory boards which address the problem of recruiting supporters to assist in promoting social justice causes, and, of those that do, many of the advisory boards, connected with arts organizations with a social justice focus, have members who are not fully aware or engaged in the tremendous challenges awaiting them as they serve on the arts advisory board.

At times, the only reason people join the board is to be recognized as an important member of the community. Little emphasis is placed on what influence, resources, and talents a person can bring to the board. As a result of board members failing to completely understand the leadership dynamics of effective advisory boards and how they help the mission of arts organizations, board members often lack a clear understanding of the tremendous responsibility that comes with board activities and the impact of empowerment associated with being a member. This oversight can cause the board to lose the full potential of its members and the arts organization suffers because the greatest strength of board members goes untapped. Thus, the social justice commitment is not fully realized.

There are also some advisory boards established within arts programs that are symbolic in nature; they exist only because of a structural policy or by-law within the organization mandating the existence of a board—this provides evidence to funding agencies indicating an effort is being made within the organization to have the support and guidance of an external oversight board. This type of board bears little or no influence or authority in assisting arts organizations in their social justice and education mission. Therefore, in most cases, the organization is unable to develop sustainable art programs with social justice themes. In many ways, the symbolic board functions more like a social club rather than a governing entity.

There are three basically important aspects of advisory boards serving arts organizations on college campuses with a social justice mission. First, advisory boards are vital to the life of an arts organization because the board serves to sustain the mainstream arts organization. Secondly, advisory boards must be composed of truly dedicated members who believe in service and know how to lead. Third, the board must have a well defined focus with measurable goals and objectives. These three factors are the pillars of successful advisory boards, and they establish significance and impact on the goals and objectives of the organizations by increasing a community's sense of ownership, accountability, power sharing, and involvement of program participants (Freeman, 1996).

For creation of an effective and functional advisory board which oversees, facilitates, and provides resources to the arts organization, an examination of the profile and makeup of the board membership and board responsibilities. Careful attention must be paid to building a complementary board structure with dedicated board members. An examination of the following components indicates what makes up successful advisory boards. First, I will present a short review of the literature pertaining to the definition of social justice as a theory in order to establish the uniqueness of advisory boards responsible for advising arts organizations focused on social justice issue.

Definitions of Social Justice

No single person can provide all of the direction and energy required for an organization to be successful, hence, the creation of an advisory board comprised of representatives who are passionate about serving and guiding the outcome of programs and activities of arts organizations is necessary. Many arts groups and nonprofit organizations attribute their success to effective support received from advisory boards Tenenbaum, Jackson and Couch (2000). The same is true for arts groups which stress social justice causes and goals. Social justice has many connotations. Defining the appropriate meaning of social justice can be challenging. I like to think of social justice as a universal right that every person has to exist in a world free from the hindrances enforced upon them by other people. Social justice can be defined in terms of tolerance, human rights, democracy, and belongingness Marshall and Oliva, (2006). Houhouse (1922) defined social justice as "harmonies unconfined" and principals of spiritual life. Brandt (1962) contends that social justice includes moral and legal justice. Brandt emphasize that social justice is "any system of distribution and retribution which is governed by valid moral principles" (p. 3). Today, when speaking of social justice, the emphasis is on populations which are marginalized and disenfranchised.

Dantlye and Tillman (2006) stated, "Clearly, the concept of social justice focuses on marginalized groups—those groups that are most often underserved and underrepresented and who face various forms of oppression in schools [and society]" (P.19). In the communities of learners, schools, and colleges, social justice is known as a principal related to populations which are disempowered and oppressed. Banks and Banks (2007) used the term multicultural social justice in defining oppression and social structural inequality based on race, social class, gender, and/or disability. The various definitions offer insight into the population and principles used when referring to issues of social justice. In the arts community, as in society as a whole, these definitions wrap themselves around issues common to the arts community, purveyors of the arts, and consumers of the arts.

The Purpose and Role of Advisory Boards for Arts Organizations Promoting Social Justice on College Campuses

In reviewing the purpose of advisory boards in general, I found a limited number of citations directly referencing the makeup and profiles of advisory boards, board members of arts organizations on college and university campuses, and in communities stressing social justice as their main objective. In addition, the majority of the citations in the overall literature reflect research conducted during 70s, 80s and 90s. These limited sources of current information confirmed my decision to examine advisory boards representing nonprofit organizations, government agencies, community organizations, and advisory committees of academic departments, and to relate my findings to arts organizations with social justice missions. In my judgment, advisory boards offer helpful services to organizations with specific social and community-based missions, and, therefore, structural, inferences can be made from the literature regarding how advisory boards can assist arts organizations with a social justice mission. However, careful attention is paid to using this research as a foundation for further discussion of the objectives and purposes of advisory boards for arts organizations with social justice missions, both on college and university campuses and in the wider community. There are some obvious, basic universal functions from which all boards operate, and there are also similar functions for which board members are responsible. The similarities are far more numerous than might be imagined, so I will focus my discussion particularly on arts organizations consciously promoting social justice.

The Authenticity of the Advisory Board

A collection of talented individuals, committed to lending their expertise and their personal reputations for the purpose of assisting an arts organization grow and thrive, is what constitutes an advisory board. Developing advisory boards—especially to support arts programs and enhance the social justice awareness of arts organizations—is the purpose for establishing an advisory board. The advisory board’s main purpose is to serve as a support system for arts organizations on college campuses. There are other definitions of what constitutes effective advisory boards as well. The following statements are an examination of a few of the definitions. Advisory boards address, assess, educate, and influence educational organizations by helping them sustain their organizational mission and operational purposes. Johnson (1989) suggested the need for advisory boards was critical and “more important now than ever.” Johnson believed that some board members were able to influence legislative action toward gaining resources for educational needs. His research encouraged student input and membership on educational advisory boards.

Another role of advisory boards is to make a difference. They accomplish this through empowering their members by providing leadership on the mission and goals of the organization. Through empowerment, an advisory board can impact positive changes, ensure productive outcomes, and recommend techniques for improving the organizational functions and delivery of services. Nonprofit organizations establish advisory boards as a social support system for advancing the mission of the organization. The nonprofit advisory board is different from a for-profit corporate board. The non-profit board is formally referred to as the social sector entity with the primary function of providing people with goods and services Storax & Raber (1997). The role of advisory boards for arts organizations on college campuses is essential for program success. Advisory Boards play an important role in fund raising for arts organizations. Arts organizations benefit from the contributions of time and money provided by dedicated board members. Advisory boards for the arts are unique. They are established by well meaning individuals who believe in the cause and mission of the organization. They are activist governing boards in tune with the political, social, and cultural activities in their local community and throughout the United States.

Social justice arts boards hold an important responsibility by assisting arts organizations in successfully performing their missions. For instance, social justice boards, by their mere existence, are dedicated to challenging the status quo. These boards and their members are in many ways activists and advocates for justice. Advisory boards are focused on addressing issues germane to the arts organization in its commission of promoting social justice causes and issues. They serve as guards scrutinizing and watching the practices and social trends of communities. The board members conduct environmental scans in concert with the organization’s leadership to spot issues which might cause challenges to the organization. They also conduct needs assessment and strategic planning exercises for the organization. Arts boards with social justice missions have similarities to other political/social organization boards. They parallel functions of nonprofit board organizations, especially in the size of the board membership, board policies, standards, and operational expectations. Like nonprofit boards, the social justice arts boards are composed of individuals who are interested in helping people advance the particular cause of their organization.

The board’s personality is one which works to define the organization and to guide it to success. People, who are attracted to this type of board, see the need for advocating justice and fairness, and they believe they can make a difference. Volunteer board members see an opportunity to solve problems and to educate the general public about the mission of the arts organization. To a lesser extent, board members see their service on the board as an opportunity to expand the support of the arts organizations. They create the energy to get things done, and by doing so, they set in motion the momentum which attracts others to join and participate in the work of the organization. An example of this pattern can be seen in the work of Habitat for Humanity, which has a very diverse board make up. The board’s function is to help the organization build new, affordable housing for needy and low-income families.

Habitat for Humanity is not a social justice arts group; however, in many ways, according to the classic definitions of social justice, they are providing useful services which meet the needs of oppressed and displaced populations. Habitat for Humanity’s board is just one example of people working as advisory board members, and who make a big difference in the operation and success of the organization. The Habitat for Humanity board demonstrates their strong conviction of helping people and promoting the mission of their organization. The key feature of these classical definitions is the act of stimulating in groups and individuals a sense that powerlessness can be transformed into empowerment—controls of the outcomes which mean something to groups and their causes. Effective advisory boards provide learning and growing environments where members bring their collective genius together in order to make something happen.

The mere act of seeing things transformed within an organization, through putting the aforementioned characteristics into action, is what empowerment is all about. Dyer and Williams (1991) stated that a board is an active, duly organized and representative body which holds regular meetings and makes decisions on behalf of its members and whose members serve without pay. Advisory boards generally bring talented individuals and groups together for the purpose of providing reviews and recommendations to organizations. Advisory Boards are commonly known as the agents linking important people together for the purpose of getting important business done. Advisory boards connect organizations to their environments. These boards find people who have similar interests and unique resources to share with the organizations, which is one way to attract new ideas and “provide fresh insights, powerful connections, access to valuable resources, and excellent public relations” (Teitel 1995, p. 59). The advisory board also serves as a governing body for advising organizations on current and future projects.

Macdonald (1940), believed favorable reasons for creating a board were simply because of the “time-tested belief that many heads are better than one when important decisions are to be made.” Badcock (1962) spoke of boards as performing certain quasi-judicial functions different from those of a commission. He suggested that a typical board is usually composed of three, five, or seven members with overlapping terms. For enhancing arts organizations, the purpose of an advisory board should be narrowly focused in order to complement the mission and goals of the organization. The advisory board should zero in on assisting with the promotion of programs, in providing support for apprising the organization’s officers of the multifaceted responsibilities of managing programs and services, and for promoting causes targeted toward benefiting social justice purposes. To that end, careful attention should be paid to the selection process of choosing the board’s membership.

The Advisory Board Members

The question then arises: why do arts organizations need volunteer board members? Why can the leadership team of the organization not get the job done without an external group? The answers to these questions are simple. As the organization grows, it becomes necessary to increase the human capital of the group by attracting talented, dedicated persons who want to serve the organization. By lending leadership in the area of program promotion, policymaking, assessment and program evaluation, using the expertise of board members provides one proven method for servicing. Board members can assist the organization through their knowledge, inspiration, imagination, and talent. They are great purveyors promoting the educational purpose of arts organizations. The arts advisory board can serve as a promotional arm of the arts organization. Each board member is associated with other organizations, businesses, colleges, and community clubs. Board members can inform individuals from these groups about the activities and programs of the arts organization. Active board members can encourage co-sponsorship of activities and programs.

They can solicit promotional dollars in the form of donations, advertisement, free services rendered to the organization, and brand sponsorship by major corporations. Board members bring name recognition to the organization. Lending one’s name to an event can greatly increase the interest in the event if the person is widely known. Sports figures, entertainers, pastors of popular churches, politicians, hometown heroes, and popular educators can all bring a spark of energy, recognition, and credibility to an arts organization. Also important to remember, as I have found to be true, is that board members bring their collective genius to an organization. The board members become risk takers and they are visionaries. They most often see what the organization’s leadership team fails to see, and, to that end, board members play a critical role when working for the success of the organization. Board members can energize the members of the leadership team and staff of the arts organization by using their special connections and networks. None of these benefits will come about until the organization develops a sophisticated selection process for the sole purpose of recruiting board members.

The selection process for recruiting board members for arts organizations with specific objectives such as community services and social justice should be a one-on-one invitation. According to McLean (1991) whenever possible, conduct a person-to-person interview with the candidate. Do not discuss board membership over the telephone. McLean further suggests that if an official letter is sent inviting the candidate to join the board, that is best to follow up immediately with a call to arrange a meeting (1). Advani (2004) discusses the entrepreneur’s method of recruiting board member, which in some cases, mirror the arts and non-profit community board function. Advani recommended appointing board members to a fixed term of service, don’t look for someone who will help you with future promotions, instead, focus on the short-term and determine what skills, resources and knowledge the candidate can bring to the organization’s immediate needs(1). Brawer and Gates (1981), in a publication titled “Advisory Committee to The Humanities: A

Handbook,” suggested implementation of an advisory board to the humanities brings in people from the community to help the college maintain an active and vital program. They suggested that the board members must be able to educate the community about the organization and its mission. Brawer and Gates gives outlines how the board member can assist in educating the community about the organization. The committee member, often prominent citizens, can help lessen the gap between “town and gown,” and integrate educational efforts with community offerings and opportunities. The arts organization may be in a position to employ students who are completing a college program that would be willing to work with the advisory board in assisting with board projects. The board members may be able to show that the arts and humanities can become an integral part of the community. Arts organizations with social justice missions have a unique purpose for existing. They direct the community’s efforts to coordinate, initiate, and design programs to increase awareness, participation, and involvement of racial, ethnic, gender, and underrepresented populations in an inclusive community of creativity for the purpose of achieving and sustaining equity and inclusion. This unique mission requires a collection of talented individuals who have a keen sense of justice and understand the history of oppression.

Stoesz and Raber (1997) suggested that the best board members are the ones who respect and trust each other, and function as a team player (33). Members of the board should be made fully aware of the mission of the organization, which can be done by conducting a retreat at the beginning of the program year. When new board members are added to the board after the start of the new program year, a good practice is to hold a new member’s orientation in order for the new members to be given time to learn the operation of the board and the mission of the arts organization, while maintaining a complementary relationship with the college’s mission. The advisory board concept for supporting social justice and equity programs within the organization requires a board makeup that will assemble people who will assist in guiding and advising the leadership of such programs in matters pertaining to the activities and operations of the organization. The membership should be composed of artists, community politicians, students, attorneys, civic leaders, business leaders, members from faith-based organizations, labor union members/leaders, and community nonprofit organization leaders. The advisory board should invite a small working group of not more than twelve or eighteen individuals to join the board. The profile of the board’s membership should reflect the client groups served by the organization as well as invited individuals who have a commitment to expanding opportunities for historically neglected and oppressed populations

The advisory board members must take responsibility for their roles on the board. This is especially true for members of humanities and social justice boards. Depending upon the background and experience of the board member, the responsibilities may vary. Some recommended responsibilities of board members according to McMlean, (1991); Delwyn, William, and Oscar, (1991); Andringa and Engstrom, (2002) Advani, (2004); are:

- Attend meetings regularly
- Establish the purpose of the board
- Dedicate to serving the goals of the board (have a sincere interest in the board’s goals)
- Assist in policy-making
- Be willing to volunteer for additional assignments
- Share the positive work of the board with other colleagues (invite colleagues to participate in events and sponsored programs)
- Learn about the organization, its mission, goals, and anticipated outcomes
- Participate on committees
- Assist in developing community surveys related to the organization’s programs
- Help to promote programs
- Be a motivator (use your talents and energies to urge excellence)
- Examine activities and policies of the College
- Be an advocate
- Communicate the positive news and successes of the board

Sponsoring a Board Orientation

Providing a kick off orientation for board members is a necessary first step in establishing good rapport and for informing board members about the function of the organization, its history, mission, values, goals, and strategic plans. At this think tank session, the board members should be introduced personally to all staff members of the arts organization and to the reporting director of the organization. Workshops and presentations by program experts should be scheduled as part of the orientation agenda.

The purpose of this activity is to provide board members with a complete understanding of the organizational structure. Topics at the orientation should touch on how the reporting division interrelates, how the mission of the organization relates to the overall mission of the organization, and how the priorities and goals of the organization are developed. The orientation session should be designed to boost the morale and interest of board members by providing them with valuable information about the arts organization and its mission. The orientation should spell out the expectations of board members and the principal functions of the board. Orientation activities are very important for inducting new board members to their function on the board. The orientation session builds confidence in the new board member and helps new members grasp the organization's personality Stoesz and Raber (1994). All aspects of the orientation session are important to board members as well as to the organization's staff and stakeholders.

Focus of the Advisory Board

The focus of an advisory board for an arts organization with a unique social justice mission is to help guide and advise the officers in matters pertaining to the activities and operations of the organization. Boards make policy. They conduct their affairs in accordance with the best interests of the organization. The focus of the board's activities is to ensure that the social justice emphasis of the organization is implemented and aligned with the activities of the organization and the college's mission. When the board is clear about its role and focus, the organization can execute its duties knowing that there is a supportive governing component which will aid the purposes of the organization. This focus requires complete understanding of issues pertaining to the activities, programs, endowment activities, and community outreach activities of the arts organization.

Regardless of the nature of the organization the boards represent, the literature is consistent regarding the main focus of advisory boards, Herman and Til (1989); Stoesz and Raber (1994); Andringa and Engstrom (2002), which indicates that the focal points of advisory boards is outlined in the following activities:

- Advisory board members should have timely knowledge of the organization's mission and purpose as well as its vision, values, strategic direction, and goals should be maintained by board members.
- Advisory board members should have timely knowledge about the research and trends pertaining to the organization's mission.
- Advisory board members should be aware of upcoming legislative and political issues which might impact the organization.
- Advisory board members should have an open mind and willingness to evaluate the operation of the program to determine if the objectives are being met.
- Advisory board members should be the right people to serve on the board: individuals with specific skills and important connections, networks and friends. Most successful advisory boards are strategically planned, carefully crafted, and regularly managed with encouragement and praise.
- Advisory board members should be informed that they do not have any governing responsibilities, no responsibility for hiring or firing staff, no responsibility for evaluating the head of the organization, nor any fiduciary duties.
- Advisory board members should be recruited for a well-defined and set period of service. A set term limit will allow board members to know you do not intend to overuse them or overextend their goodwill. Term limits of one to two years should be sufficient for their service. This term limit will help to avoid any awkward situations if you find that there is a member who is not productive—saving you the embarrassment of having to dismiss a board member. A short appointment term also helps the individual board member in the event that he/she becomes distracted with other matters and cannot give his/her time to serving on a regular basis.
 - Advisory board members should focus on the immediate needs of the organization with short term goals outlined so board members can determine what needs to be accomplished and what skills need to be used to accomplish immediate goals.

In essence, an advisory board that supports social justice organizations, should have as its main purpose, the job of giving advice, and it should be noted that the board has no responsibility for budgetary, personnel, or policy matters pertaining to the organization other than to review and make recommendations. When the procedures mentioned for advisory board members are conducted in a professional manner, there is a sense of pride in doing what is best for the organization while promoting the organization's mission.

Clustering of Advisory Boards

I have found it very effective to have specialty advisory clusters within the board to address particular functions related to the organization. For instance, advisory cluster groups could be developed by the advisory boards to meet specific needs of the organization pertaining to its mission.

Cluster groups concerning issues of programming would result in establishing a programming advisory cluster group; to meet the need to publicize the work of the advisory board, a publication advisory cluster group might be established, and, for recruitment issues, a recruitment advisory cluster group would be formed. Each of these functional, advisory cluster groups would provide resources and guidance in the appropriate areas and specific concentration of the organization's needs. Breaking the advisory board into small work groups helps to reduce the feeling of being overloaded with too many tasks Fritz, (2010). Utilizing the expertise of board members—individuals who have specific interest in lending their talents to a particular focus area—is best accomplished by inviting members to select one of these cluster groups to serve on. These work teams would also add another benefit to the advisory board by attracting additional talented persons who are willing to serve the particular interests of the board and the organization through the invitation of a board member who shares similar interests. This strategy works well with college professors, students and staff because it does not strain their already busy schedules.

In other words, advisory board members can solicit additional persons they personally know, with talents matching their own interests, to work on projects specially related to one of the focus areas of the advisory board. But a word of caution is in order here. Multiple advisory clusters can be very useful for generating fresh ideas; however, remembering to afford the same respect and accommodations to all members of the advisory board in order for them to be recognized for their support and contributions, regardless of the committee on which they serve, is very important. Clustering advisory board assignments provide a great way for developing subcommittees. These cluster groups provide an opportunity for major tasks to be performed in specialized focused groups and small committees, which are able to set their own agendas and timelines for investigating a single topic they are charged with studying and applying it to the larger goals of the organization. The advisory board member, who has one job on a particular cluster advisory committee, becomes less encumbered because he or she rarely has to focus on more than one area of concentration at a particular time.

Networking among Advisory Board Members

Getting the word out and telling people what the organization's purpose is becomes a key function of a successful advisory board. Networking is important to building organizational credibility and brand recognition. Cameron (1989) gave the following definition of effective networking:

- Networking is a process that can enable you to gain support from friends, relatives, business associates, acquaintances, and even strangers, to achieve a goal or an objective—personal or otherwise.
- Networking can help you meet important people and make valuable friendships; it can give you opportunities to influence some people and win favors from still others
- Networking can also provide you with the opportunity to develop important contacts with people at various levels of society who may later support your ideas, interests, or personal concerns . .
- Networking is the process of developing and exploiting a large number of professional and social relationships for the purpose of achieving some unspecified future advantage. [7]

The arts advisory board should be encouraged to network with stakeholders who are critical to the success of the organization as well as encourage stronger ties with each other. Informal networking sessions can be short, one-on-one conversations, or they can be more formal such as a planned luncheon. Nevertheless, whatever the method of networking, respect for the other person's time and making the networking session meaningful and professional is a must. Herman and Til (1989) maintained that boards have ties and networks, and these networks or tie groupings coincide with power differences among trustees. Their research indicated that relationships play an important role in how some board members relate to other board members and how they function in regard to the needs of the organization and the college.

Networking is always an important component of an advisory board, especially those that have the mission of social justice. The social justice art organizations are in need of people-to-people advocacy. Board members with good reputations in the community can provide excellent support for arts organizations by personally encouraging others to support the mission and activities of the group. Keep in mind that many, if not most of the board members, are people who have a reserve of important people with whom they associate on a regular basis. In addition to motivating them to connect with the organization and support the group's activities, is remembering they are more than resourceful in sharing their own important contacts for purposes of advancing the goals of the organization. In fact, I have concluded that one of the main functions of an advisory board on an arts board is to cultivate relationships through engaging and communicating with resourceful individuals. Relationship building is a slow, meticulous process and, if done right, the process can yield great benefits.

Relationship building is the best means of cultivating great networks among known and unknown contacts. Building success into the fabric of the arts organization is a process requiring strategic planning and commitment, and success comes from effective networking. Board membership is a people enterprise requiring constant, face-to-face relationship building. In order to influence people and win support for their cause, networking is one technique effective advisory boards incorporate into their operational arsenal.

Advisory Board Members as Development Officers

A secondary role of advisory board members is serving as consultants to the diversity organization on fund raising campaigns and donor cultivation. Each member of the advisory board is a walking encyclopedia of data on organizations, people, and financial resources. The advisory board members can play a silent yet significant role in providing a bridge of opportunity for diversity officers to talk with potential donors. They can provide exposure opportunities to corporation leaders, civic leaders, faith-based organizations, and, in some cases, board members can provide exposure to national and international connections. These connections however, should be shared with the college's development officer so that a professional relationship can be pursued between the organization and the college.

Raising money is one means of accumulating the resources for advancing the arts organization's mission. Board members should willingly make the effort to influence people they know to contribute to the arts organization. In fact on many boards, members are major donors to the (Andringa and Engstrom (2002)). The number of people with whom advisory board members come in contact provides a potential reservoir of resources for the arts organization for promotion of its programs and discussions of its needs. Advisory board members can serve as promoters of the arts organization, thereby furthering the organization's exposure to a wider number of people, and thus influencing them to become supporters of the organization's mission. Encouraging advisory board members to develop a list of potential contacts is an effective means for successfully increasing the number of persons who may have an interest in the mission of the organization—an interest strong enough to advance financial giving and other resource support. Oftentimes, the list of potential contributors the advisory board generates for the arts organization is handed over to the organization's development officer in order to plan an effective solicitation campaign.

One important item to remember is advisory board members are not selected to be fundraisers; they are selected to assist in the promotion of the organization's universal purposes. This is the main purpose for choosing imaginative and resourceful people to serve on the board. Additional assistance with fundraising, by advisory board members, is purely secondary in nature and should not be prioritized over the main reason of having the expertise of the board members' guidance and advice. The shortsighted purpose for assembling an advisory board to become a group of fundraisers will limit the wider purpose and scope of providing the arts organization with a wealth of useful talents and intellectual energy. Simply stated, board members should not be chosen for their potential as fundraisers; they should be selected for their passion to serve, and their talents and expertise.

Conclusion

Establishing an advisory board for an arts organization on a college campus with the special focus on social justice is one means of ensuring success of the organization's mission. The advisory board becomes an instrument which provides the organization with a generous dose of intellectual energy and a harvest of innovative ideas. The arts organization is responsible for making serving on the board attractive to board members in order to ensure those members, who are asked to serve, will view this volunteer work as most desirable. The aforementioned discussion contains a few suggestions for advisory boards to consider in encouraging the best possible people to join the board and freely contribute their time and talents. As indicated in the literature, advisory boards provide great avenues for networking and developing fresh contacts for nonprofit organizations.

Having regular board meetings allows person-to-person interaction which generates important discussions, and, in some cases, an exchange of resources only available from the assembly of resourceful and notable leaders. Specifically developing an advisory board to provide support for arts organizations on campuses is unmistakably an excellent way to start the flow of talented resources coming into the organization and into the community the group serves. The cooperative planning efforts provided by advisory boards lend credibility to the arts organizations efforts and provide the best means in a systematic way of keeping volunteers busy working toward the mission goals of the group. The success of arts organizations, with the special mission of focusing on social justice concerns, can greatly benefit from the establishment of an effective and dedicated advisory board. The advisory board concept, if organized properly, can lend leadership to the initiatives, mission, and goals of the arts organization.

Then the arts organization will be able to tap into the expertise of very talented board members whose valuable insights can provide great sources of information and guidance. The advisory board's main purpose is to give advice, and their advice should be welcomed and encouraged. The advisory board will always be an asset and resource of tremendous value to the arts organization for which it serves and the campus for which it represents.

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