

Welcome to

Attributes of Excellent Nonprofit Boards



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The Board Doctor, LLC

- BoardSource-certified Nonprofit Governance Consultant
- Serving nonprofits since 2003
- Located in Virginia Beach and available virtually
- Grew up in Ottawa County, Ohio
- Sister of Tom Allen
- www.TheBoardDoctor.org




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The Road Ahead

- Top Ten List of Attributes
- Resources for Further Information
- Q&A Throughout and At End

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Cathy's Top Ten

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Board Members Embrace and Understand Their Governance Role

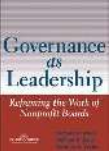
As well as understanding and respecting staff's role in management and programs

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Role of the Board

Governance is the process of providing strategic leadership to a nonprofit organization. It entails the functions of setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.

David O. Renz, *Nonprofit Governance and the Work of the Board*

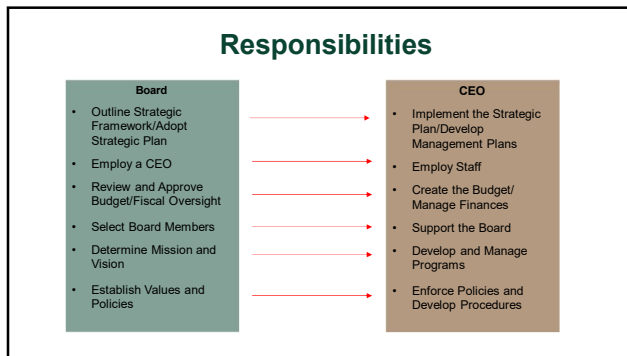


3 Duties
Care
Loyalty
Compliance

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IT'S ALL ABOUT RELATIONSHIPS

Formal and Informal Communications

- Agenda-Development Process
- Reports
- Explicit Expectations Setting
- Evaluations
- One-on-One Conversations
- Two-Way Information Sharing
- Address Challenges Right Away
- Be Intentional

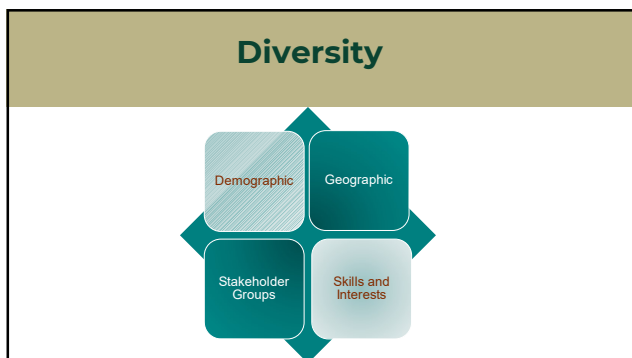
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Board Composition Reflects a Commitment to Diversity

Well-rounded and able to meet the needs of the future

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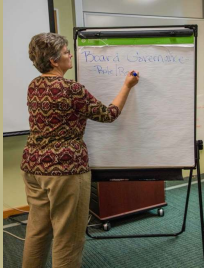


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Board Composition

- Analysis**
 Determine the unique needs the board has for representation and skills, then assess the existing board against those needs to identify current and future gaps.
- Recruitment/Nominations**
 Recruit to the gaps by searching out newcomers with needed skills and characteristics. Place qualified candidates in front of the board (or membership) for election.
- Engagement/Retention**
 To retain existing board members, make sure to provide a solid welcoming experience, that they have information they need and are engaged in work that interests them.

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Consider a Board (Re)Development Plan

- ⌚ Those starting out on a process of board improvement should consider outlining your goals, action steps, timelines and budget.
- ⌚ Identify needs:
 - Finance
 - Fundraising
 - Program Planning
 - Legal
 - Communications
 - Human Resources
 - Community Network
 - Geographic, Demographic or Stakeholder Representation
 - Entrepreneurial
 - Previous nonprofit experience
- ⌚ Board buy-in is key – but don't be afraid of a few resignations. Not everyone accepts change well or is cut out to serve on a board of directors.

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Board Culture Reflects a Commitment to Equity and Inclusion

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Not just Diversity, but Equity and Inclusion too.

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"Culture eats strategy for breakfast."
--Peter Drucker

- Universal commitment to equity/inclusion?
- Willingness to explore ways in which words and actions are not equitable/inclusive?
- Evaluate policies and materials through an equity/inclusion lens?
- Are barriers to equity/inclusion addressed?

No other path to full board engagement

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BUILDING AN INCLUSIVE BOARD

Pathways for EDUCATION, EXPLORATION and ACTION

- 34 page pdf available for free download
- Education
 - Benefits of Being Inclusive
 - Definitions of Terms and Concepts
 - Nature of Racism
- Exploration
 - Organizational Readiness Self-Assessment
 - Equity and Inclusion Self-assessment
 - Board Recruitment Tool
- Discussion Questions
- Action Guides
 - Individuals
 - Interpersonal
 - Institutional

www.talemconsulting.com/resources

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Board Members are Adequately Prepared

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Expectation-Setting, Onboarding and Ongoing Support



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Provide Expectations in Writing

- ⌚ Position Descriptions
 - Board Members
 - Board Officers
 - Committee Chairs
- ⌚ Committees
 - Charters
 - Plans
- ⌚ Plans
 - Strategic
 - Fundraising
 - Communications
 - Budget

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Orientation

- Should be board-led and dovetailed with recruitment
- Talk about culture and expectations

Articles of Incorporation, Bylaws, IRS Letter of Determination	Position Descriptions and other Governance Policies	Budget/Recent Financial Reports
Strategic and Other Plans	Board/Staff Roster and Org Charts	Program Information


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Further Support




Ongoing Training and Education

Find out what interests people and provide ongoing training on good governance, programs, etc.



Mentoring/Check In

Assign veteran board members to check in on and be available to help newcomers settle in.






Retreats

Make time to gather the board and staff outside the usual board meeting routine.

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A Word About Fundraising

The process of fundraising is about much more than the moment when one person asks another person for a gift of money. When done well, it is an extended process that requires many people to perform a variety of roles over time.

 Identification	 Cultivation	 Solicitation	 Stewardship
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Board Members Set Goals and Measure Success

For the board itself as well as for the organization

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Planning



- Mission, Vision, Values, Strategic Goals, Action Steps
- Programs
- Organizational Goals
 - Annual Plan (Fundraising)
 - Membership Plan
 - Succession Plan
 - Communications Plan
 - Staff Development Plan
 - Board Development Plan

Attendance at Board Meetings * Total New Board Members
 Board Action Follow Up * % Board Giving
 Board Satisfaction (survey)
 Board Focus on Governance at Meetings (survey)

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Sample Dashboard Report

Goal	Target	Last Report	Now
Board attendance at board meetings	85%	66%	75%
New board members	4	4	2 new resignations
Board action follow up completed	100%	90%	15%
Board giving (annual fund or other)	100%	60%	100%
Board satisfaction (survey)	100%	100%	100%

Resource: Guidestar Platinum Performance Indicators Library

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Board Members Insist on High-Quality Meetings

Focused on the most important governance discussions and decisions



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The Ten Basic Responsibilities
www.BoardSource.org

- Determine Mission and Vision
- Ensure Effective Planning
- Monitor Programs and Services
- Protect Assets/ Provide Financial Oversight
- Ensure Adequate Financial Resources
- Build a Competent Board
- Ensure Legal and Ethical Integrity
- Enhance the Organization's Public Standing
- Select/Evaluate the Chief Executive
- Advocate

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Keep Committee Work OUT of the Boardroom

Require Written Reports

Informational vs. Decision-Making

- Use goals in strategic/committee plan
- Meeting Notes
- Recommendations
- Requests (for budget, e.g.)


Submitted some days prior to board meeting
Limit discussion of written reports – firm chair



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A Word About Robert's Rules



- Written in the 19th century for large public gatherings
- Too cumbersome and unwieldy for small corporate boards
- Not required by laws or insurance companies or banks
- Easily replaced with other types of board expectations documents

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Board Members Insist on High Quality Between-Meeting Work

Strong committees or champions



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The Role of Committees


-  Be the board's leadership team in the relevant subject.
-  Research and make recommendations.
-  Get work done between board meetings.



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Standing Board Committees

Some boards establish so many committees that the most active board members end up serving in multiple areas. Better to limit the number of committees to just those that relate to the function of the board.






Governance

Fundraising

Finance/Audit

Advocacy

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Sample Bylaws Language


Section 1. Committees. The board of directors will designate standing or ad hoc committees necessary and prudent to the governance and development of the corporation and charge each committee with its objectives on not less than an annual basis. The committees shall study and make recommendations to the board of directors on all matters referred to them. Committees act only with authority of the full board. All committees will be chaired by a board member appointed by the board but may also include people who are not members of the board as invited by the committee.

Section 2. Committee Records. Each committee will prepare written minutes or summaries of each meeting within ten (10) days following each meeting and submit them to the board president for proper reporting to the board of directors.

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Develop Clear "Charters"


- Document that outlines
 - How each committee is formed (board appointment, etc.)
 - Who serves (non board members?)
 - Purpose statement
 - Key annual responsibilities
 - Special qualifications needed
- Review and revise annually
- Keep in central location/shared file



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Recruit Great Chairs and Champions

- Chairing an important committee like Governance or Fundraising a great job for a vice president or a secretary.
- The chair should be deeply invested in the organization and ready to take on a big job.
- Facilitation skills are important: developing an agenda, running a meeting, communicating with other committee members.
- Make sure to be developing new leaders to take on important roles as terms expire.




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Board Members Hold Themselves Accountable

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And perform regular self-evaluations



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To Whom Are Board Members Accountable?

Taxpayers/Public

The 501(c)(3) designation comes from the IRS allows us to operate with tax-free dollars.

Donors/Members

We have a fiduciary obligation to those who provide the resources we use to achieve our mission.

Each Other/Staff

Agreeing to a role is a commitment, a promise to accomplish what the role requires. People count on us.

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Individual

Purpose: Give individual board members an opportunity to evaluate their own performance as a board member.

Sample Questions:

- "Am I able to attend every meeting?"
- "Do I understand the organization's mission?"
- "Am I living up to the agreements I made when I joined the board?"

Two Kinds of Self-Assessment

Whole Board

Purpose: Determine how well the board is performing its governance function.

Sample Questions:

- "Does the board adhere to its bylaws?"
- "Does the board receive timely and accurate financial reports?"
- "Does the organization have the resources it needs to achieve its goals?"

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Whole Board Self-Assessment

9. Are there written succession plans in place for the board's top leadership positions?

	Response Percent	Response Count
No, and this is a significant problem	33.33%	5
No, but this is not a priority for immediate action	26.67%	4
I don't know/Other (Please explain below)	20.00%	3
Yes, for the most part we have board succession plans	6.67%	1
Yes, we have board succession plans we can implement effectively	13.33%	2

Learning/Diagnosis
Master checklist of what a board is supposed to be doing.

Listening Opportunity
Not all board members will speak up when they perceive a problem. This is their chance.

Alignment
Develop consensus and buy in for priority capacity-building action steps.

Benchmarks
Develop baseline information for use in measuring improvement over the next few years.

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Sample Board Calendar

January	February	March	April
Election of Officers Reorganize Committees Sign COI Disclosures	Budget Workshop	Review Bylaws/ Governance Policies	Review Advocacy Policy/Public Policy Positions
May	June	July	August
Review 990	Review Fundraising Plan/Financial Forecasts	No Meeting	CEO Performance Evaluation
September	October	November	December
Review audit/financial policies	Annual Meeting Tour Programs	Board Retreat Budget	No meeting

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Board Members See Themselves as Ambassadors

Building positive awareness of organization and its mission

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Quick Exercise

- Take out your cell phone and open contacts.
- Write down the name of everyone in your list who:
 - Lives in your community, or
 - Loves and respects you, or
 - Has some connection to mission of Arc Industries
- Place a check by the names of those who know you serve on this board.
- Place a check by the names of those who could give a reasonable answer to a question about Arc Industries' mission.

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Board Members Anticipate and Prepare for Leadership Transitions

Succession plans are in place



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Leadership Needs



- Roles**
What key roles are currently vacant or will be within the next year? Chair? Treasurer? Fundraising Chair?
- Qualifications**
What skills and characteristics are needed to be successful? Do we have people currently serving who have or could acquire those skills?
- Be Intentional in Recruitment**
It is perfectly OK to tell a new recruit "We are going to need a new advocacy champion next year and we think you'd be great at that."

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Wrap Up

Q&A



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Resources



Nonprofit Sector - General

- www.BoardSource.org
- www.CouncilofNonprofits.org
- www.oano.org
- www.c4npr.org
- www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Business/GuideforCharityBoardMembers
- www.Candid.org
- www.Nonprofit.Courses
- www.NonprofitWebAdvisor.com
- www.ManagementHelp.org

Social Media Groups

Consultants * CRM Systems * Board Portals

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Let's Keep in Touch!

Future Webinars	Follow Me on Social Media	Check Out My Website	Sign up for The Monthly Dose
October 15: Ins and Outs of Board Self-Assessment	Linked Personal and Business pages	Wellness Test The Annual Checkup	Monthly (never more!) newsletter Announcing: Webinars New Resources Client Profiles
November 19: Recruiting and Maintaining a Great Board	Facebook Personal and Business pages	Webinar Recordings Office Visits	

Contact me anytime: 321-848-7320 * Cathy@TheBoardDoctor.org
Schedule a Free Call: www.Calendly.com/CathyTheBoardDoctor

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END

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