

BOARD DEVELOPMENT WORKSHOP

Northland Foundation
Kathy Keeley
Charting a Course – Afternoon Session
April 15, 2010

Agenda

1. Board Development
 - Recruitment
 - Orientation
 - Training
 - Assessment

- Problem Boards
 - Issues and Solution

Board Development

- Recruitment and Selection
- Orientation
- Managing Relationships
- Ongoing Training
- Assessment/Evaluation

The Question

Do You Really Want An Effective Board?

Or

- Just Raise Money
- Just Volunteers
- Just Get Out of the Way
- Just Follow Through

Or...

- Just Raise Money
- Just Volunteers
- Just Get Out of the Way
- Just Follow Through

What Does It Take?

- Change In Attitude
- Time
- Practice Board Development
- Build Relationships

Board Development

- Recruitment and Selection
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Board Development

Recruitment and Selection

1. Board Skill Assessment
2. Nomination Committee
3. Recruit
4. Interview – Vetting
5. Select-Nominate
6. Elect

Board Development

Orientation

1. Orientation Meeting
2. Orientation Manual
3. Board Assignments
4. Board Buddy/Informal Check-In
5. Board Chair Check In

Board Development

Managing Relationships

1. Informal Check In Meetings
2. Keeping Informed If Missed Meeting
3. Make Committee Assignments
4. Provide Strong Staffing
5. Build Relationships
6. Networking time
7. Retreat: Strategic Thinking Time
8. Communication

Board Development

Ongoing Training

1. Governance Committee Role
2. Annual training schedule
3. Training topics
 - a. Technical
 - b. Mission/Constituent
 - c. Best Practices
4. Discussion Time at Meetings

Board Development

Assessment/Board Evaluation

1. Annual Survey
2. Discussion at Retreat
3. Action Plan for Improvement

Issues

- Board Attendance and Participation
- Unprepared at Meetings
- Lack of Understanding of Role
(micromanaging)

Board Agreement

- Simple – Roles and Responsibilities
- Complex – Board Protocol – Board Agreement
- Term Limits
- Orientation

Board Agreement Elements

- List expectations
- Contribution – time, skill, money
- Attendance
- Committee Participation
- Board Preparation
- Conflicts on policy or issues
- Description of duties
- Define spokesperson role
- Sign document - once or annual

Issues

- Lack of Participation
- Ineffective Committees
- Board and Staff Roles

Committees

- 12-month Workplan
- Committee Assignments
- Task Force vs. Standing Committees
- Reporting Back to Board

Issues

- Micro Managing
- Roles of ED and Board
- Founder Transition

Definitions of Roles

- Define type of board and expectations
- Board Retreat – Strategic Meeting
- Control the Agenda – Be Careful What you Ask
- Build Relationships

Issues

- Lack of Financial Contribution
- Lack of Participation in Fundraising
- Double blaming

Fundraising

- Board Agreement
- Board Interview
- Orientation
- Board Chair Role
- Training
- Goals

Issues

- Board Conflict
 - Between Members
 - Between Member and Chief Executive
 - Staff Conflict
 - Loss of Confidence
 - Between Board Chair and Chief Executive

Role of Board

- Board Chair – not the Executive
 - Coaching from the Executive
- Meetings
 - Use Committee Process
 - Private Meeting
 - Facilitator
- Past Board Chair- another board member
- Consultant to Mediate

Board Issues

- Attendance
- Problem Board Chair
- Problem Board Member
- Fundraising
- Roles and Responsibilities – board, chair, executive, staff

Key Questions

What is an effective Board for your Organization?

What do you need to do to get there?

Are you willing to take the time?

Resources

- BoardSource
- Managementhelp.org

Contacts



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