

Board Development

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Charting the Course – Morning Session

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Agenda

1. Welcome
2. “The Times”
3. Definitions
4. Issues
5. Types of Boards
6. Board Development
7. Problems

- Results
 - Performance
 - Impact

- Sustainability
 - Revenue Generation

- Planning
 - Scenario/Options

- Transformation
 - Restructuring

New Economy

New Rules

New Tools

Nonprofit Boards Are Really Important

Results

Relationships

Resources

Common Perceptions

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

Common Issues

- Attitude of the Leadership
- Life Cycle “Fit”
- Roles Confused – Govern vs. Manage
- Fundraising Expectations
- Founder Transitions
- Culture Clash

Nonprofit Boards

- 1240 – Brotherhood of Mercy – Italy
- 1636 – Harvard University – US
- Growth led to Delegation of Responsibility
- 1830's – thousands of associations

Central Themes

- Representation
- Mission
- Defending the Public Interest

Governance

“To Steer”

Governance

Boards Govern

Staff Manage

Governance

- Providing Oversight
- Setting Direction
- Monitoring Performance
- Stewardship of Resources

Legal Responsibilities

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

Core Responsibilities

- Attendance
- Mission
- Chief Executive
- Finances
- Program Oversight and Support
- Fundraising
- Board Effectiveness

Fisher Howe: **Welcome to the Board**

Characteristics of Good Board

- Representative
- Passion and commitment to mission
- Fully participate
- Understand role in fundraising
- Provide guidance and advice to CEO
- Understand role and purpose of this board
- Represent NPO in community
- Think strategically

Exceptional Boards

- Constructive Partnerships
- Mission Driven
- Strategic Thinking
- Culture of Inquiry
- Independent-Mindedness
- Ethos of Transparency
- Compliance with Integrity
- Sustaining Resources
- Results Oriented
- Intentional Board Practices
- Continuous Learning
- Revitalization

The Source: Twelve Principles of Governance That Power Exceptional Boards; BoardSource 2005

Exceptional

- Engaged
- Represent Community
- Strategic Thinker
- Supportive

Types of Boards

- Working Board
- Policy and Governing Board
- Fundraising Board
- Membership Board

- Combination

Understanding Board Culture

- Unique
- Mission
- Constituent Base
- History
- Underlying Assumptions – Operating Rules
 - How Decisions Made
 - Expectations of Members
 - Accountability
 - Leadership and Staffing

Structure of the Board

- By-Laws: Terms, Attendance, Voting
- Members
- Officers
- Executive Committee
- Standing Committees
- Task Forces
- Policies

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

What Does It Take?

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

Investing In Board Development

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. Survey
2. Discussion
3. Action Plan for Improvement

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?

Future of Nonprofits

New Economy

Results

New Rules

Resources

New Tools

Relationships

Links

- www.northlandfdn.org
- www.boardsource.org
- www.managementhelp.org

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