



Board Workshop

June 24, 2019



**Exceptional boards
advance the common good
with uncommonly good work.**

Introductions



Discussion Topics

Role of the Board

Board Infrastructure

Board-Staff Roles

Strategic Planning



Today's Approach

- ▶ Education on best practices
- ▶ Practical information
- ▶ Ask questions
- ▶ Slides sent later

Board Self-Evaluation

- ▶ Board self-evaluation completed June 2019
 - All 17 board members completed the evaluation
 - Scored on a 5-point scale



Board Self-Evaluation

Highest Scores

- ▶ Satisfying & rewarding experience
 - generous with time and work hard
- ▶ Clear mission
- ▶ Fiduciary role
 - review, approve and monitor the budget
 - avoid conflicts of interest
 - compliance with by-laws
 - make decisions well
- ▶ Participate
 - attend meetings and events
 - committees
- ▶ Meetings
 - frequent enough
 - well planned
 - speak freely and participate in meetings

Board Self-Evaluation

Lowest Scores

- ▶ Strategic plan
- ▶ Performance measurement
- ▶ Board–staff differences
- ▶ Trust between board and ED

Board Self-Evaluation

Focal Areas

- ▶ **EC and board meetings**
- ▶ **Board-staff roles**
- ▶ **ED and staff oversight**
- ▶ **Funding/grant-making model**

Over 3 years:

- ▶ **Committee structure**
- ▶ **Reach more women**
- ▶ **Community outreach**





The Role of the Board

Board's Role

The job of the board is governance.

Governance is the ongoing process of providing **strategic leadership** to an organization toward meeting its **mission**. It assures the organization's **health and effectiveness** by setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.

Board's Role



**Establish
Organizational
Direction**



**Ensure
Resources**



**Provide
Oversight**

Board's Role



Establish Organizational Direction

- Determine mission and purpose, and advocate for them.

- Ensure effective planning

- Enhance the organization's public standing

Mission Statement

*The mission of The Association
for the Relief of Aged Women
is to furnish assistance to
and promote the welfare and relief
of elderly women.*

Board's Role



Provide Oversight

- Support and evaluate the ED
- Monitor and strengthen programs and services
- Protect assets and provide financial oversight
- Ensure legal and ethical integrity

Board's Role



Ensure Resources

- Select the chief executive
- Build a competent board
- Ensure adequate financial resources

Board Member Job Description





Board's Role: Recap

▶ Build a high performing board

- Recruiting
- Engagement/committees

▶ Plan for the future

- Strategic planning
- Leadership succession

▶ Accept fiduciary responsibility

- Financial, legal, ethical oversight
- Monitor programs
- Fundraise

Board & Staff Roles

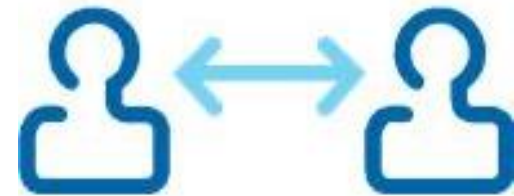
Board and Staff Roles

Board = **Governance**

- Mission
- Oversight
- Outreach
- Resources

Staff = **Operations**

- Planning
- Implementation
- Measurement



Board and Staff Roles

Governing Boards

policy, planning, and evaluation

ED & Staff

manage *day-to-day operations*

Determine the mission	→	Fulfill the mission
Hire, support, & assess the work of the ED	→	Hire & manage the work of the staff
Approve final budget	←	Prepare preliminary budget
Approve strategic goals	→	Implement strategic plans
Approve annual goals	←	Formulate annual goals
Monitor programs' performance	←	Manage programs
Recruit, elect & orient new board members	←	ED recommends board candidates

Board and Staff Roles

Board – ED Relationship

- ▶ The board chair runs the board
- ▶ The ED runs the organization

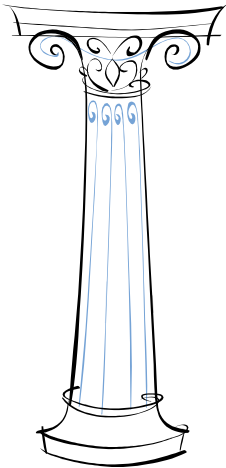


The ED is accountable to the full board
(not a specific board member or committee)

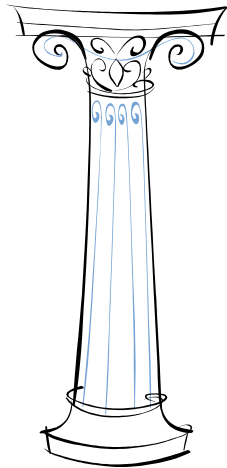
Board & E.D. Relationship

4 Pillars of a Strong Relationship

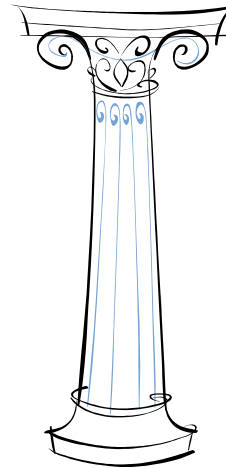
Shared understanding of mission & vision



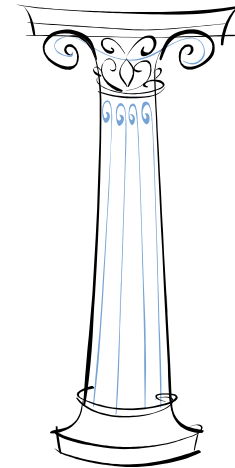
Clear roles & responsibilities



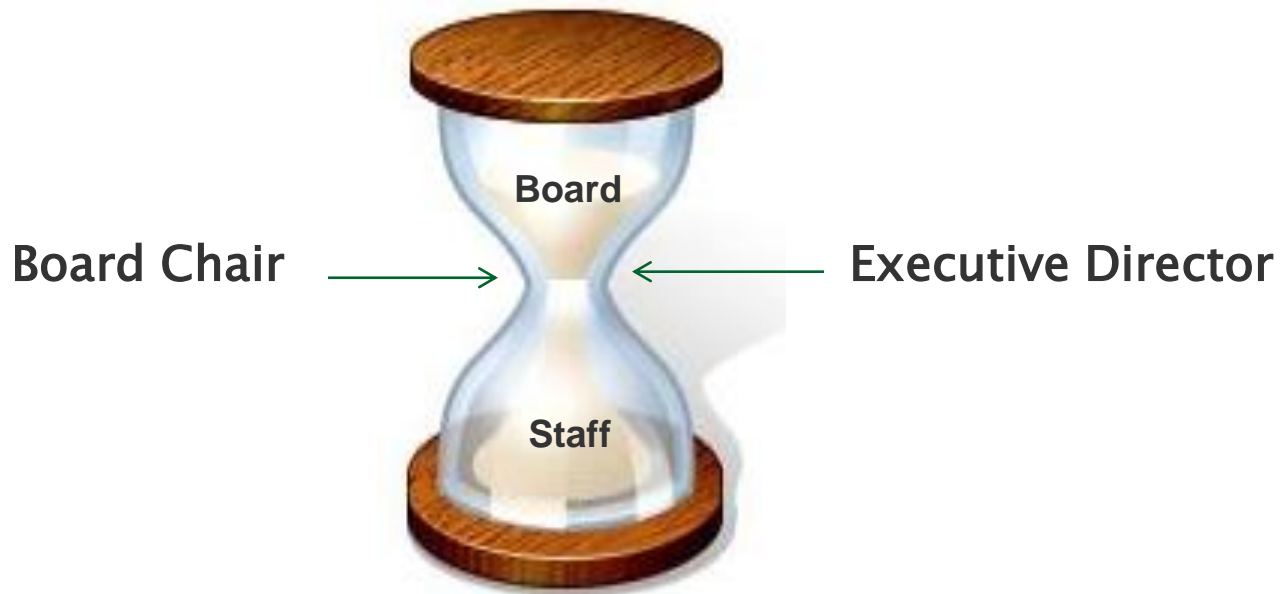
Open communications – no surprises



High level of trust & respect



Board–Staff Communications





Board Infrastructure

Infrastructure

Paper

Process

People

Infrastructure: Paper

- ▶ Board documents and policies help define and guide the process



Infrastructure: People

Committees

WHY: Committees are:

- a practical way to accomplish the board's work
- a way to free the board's agenda from routine tasks, allowing the board to focus on major issues, policies and programs

WHAT: Committees make recommendations
– not decisions

WHO: Board members, ad hoc members, staff

Survey Says....

- ▶ *“I would like to explore the purpose of the executive committee meetings. We repeat everything we do at the exec meeting at the board meeting the next week. Do we need monthly exec meetings?”*
- ▶ *“Reorganization of executive committee.”*
- ▶ *“Lots of discussion at Executive level because the committee is so large, seems full board meeting is a review.”*

Executive Committee

- ▶ Acts for the board in between meetings and responds to unexpected and time-sensitive situations
- ▶ Sets agenda for Board meetings
- ▶ Provides support to the Board President and E.D.

Caveat: The EC's authority should be clearly defined and all actions should be reported to the board as soon as possible.

Executive Committee

Often the role of an executive committee is defined by what it cannot do. To avoid usurping the role of the full board, an executive committee should not:

- amend bylaws
- elect or remove board members
- hire or fire the chief executive
- approve or change the budget
- make major decisions on behalf of the board

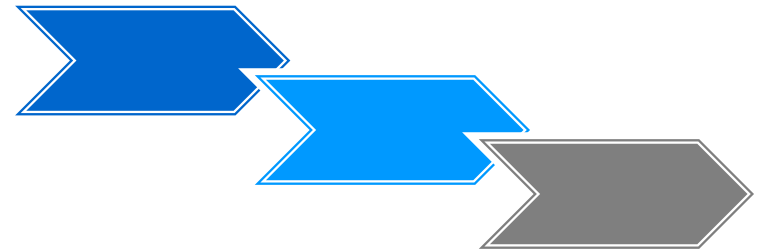


- Committee size and composition
- Meeting frequency
- Meeting agenda

Infrastructure: Processes

Examples:

- Recruitment – Nominations – Elections
- Officer selection
- Board and ED evaluations
- ED transition and succession
- Strategic planning
- Meetings



Board Meetings

**Meetings should be
productive for the organization
and a good use of board members' time**

Survey Says....

- ▶ *“Historically we have a report from every committee at every meeting and I don't think this is efficient or necessary.”*
- ▶ *“Stricter adherence to Board business at monthly meetings. Less committee work at monthly meetings.”*
- ▶ *“Meetings tend to be long.”*

Board Meetings

Strategic Agenda

- Consent agenda
- ED's report
- Financial review
- Committee recommendations
- Strategic Plan update
- Strategic discussions
- Anything that requires a vote



Hallmarks of Effective Board

1. Effective leadership
2. Clear board and staff roles & responsibilities
3. Accountability
4. Defined infrastructure
5. Strategic orientation
6. Culture of trust & respect
7. Respect for channels of communications



Strategic Planning

**“If you don’t know where you are going,
you will wind up somewhere else.”**

– Yogi Berra



What Is Strategic Planning?

Strategic planning charts out a path to your future vision.

Answers fundamental questions:

- Where are we today?
- Where do we want to be?
- What will we do to get there?
- What resources do we need?
- How will we monitor our progress?



Why Do Strategic Planning?

If you fail to plan, then you plan to fail

- ▶ Build on strengths and overcome weaknesses
- ▶ Make choices on what you will and will not do
- ▶ Position you for the future
- ▶ Pull the entire organization together around a single game plan

Strategic Planning

Process

- ▶ Assessment
 - Collect data
- ▶ Board retreat
 - Reaffirm mission
 - Set major goals & strategies
- ▶ Develop and draft plan
- ▶ Board approval
- ▶ Implementation
- ▶ Measurement and Evaluation



Assessment

Where are we today?

Assessment



▶ What is it?

- Current snapshot of the organization's strengths, weaknesses, and performance

▶ Why do it?

- Understand the broader context in which you're operating
- Highlight the critical issues that the organization faces

Assessment

- ▶ **Stakeholders**
 - what do they think of us?
- ▶ **Organization**
 - past and current state
- ▶ **Comparables** (peers, “competitors”, etc.)
 - what are they doing
- ▶ **Sector trends**
 - major directions in our sector



Assessment: S.W.O.T.

Strengths

- Things that you do well – “Core Competencies”
- Best leverage points for growth without draining your resources

Weaknesses

- Things that prevent you from doing what you really need to do
- Since weaknesses are internal, they are within your control

Opportunities

- Potential areas for growth and higher performance
- External in nature

Threats

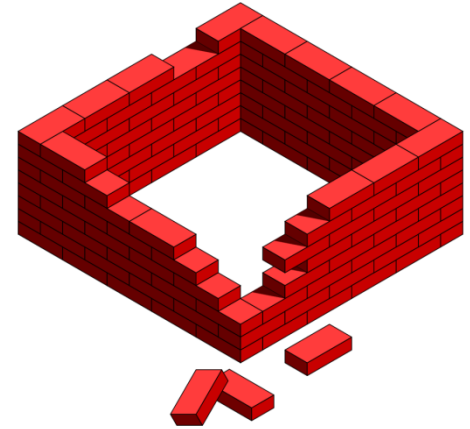
- Challenges confronting the organization
- External in nature





Mission

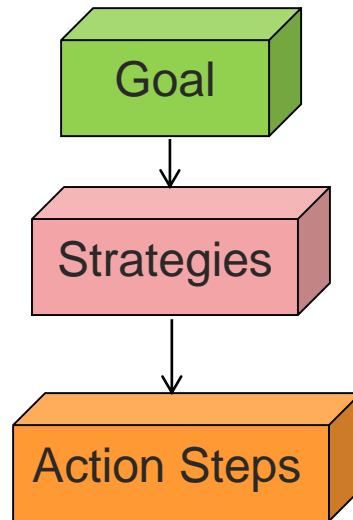
Mission Statement



- ▶ Mission Statement is the
 - cornerstone of your organization
 - reason for existence
 - driving force behind everything you do
- ▶ Measure impact against the mission
- ▶ Good planning depends on a clear, relevant mission

Goals
Strategies
Action Steps
How do we get there?

Strategic Planning Process



Goals

Statements of what you wish to achieve over the period of the strategic plan

- Tied to mission
- Related to vision
- Informed by S.W.O.T.
- Aspirational

(Also called strategic goals)

Goals

▶ Program goals

- Growth
- Refinement

▶ Infrastructure goals

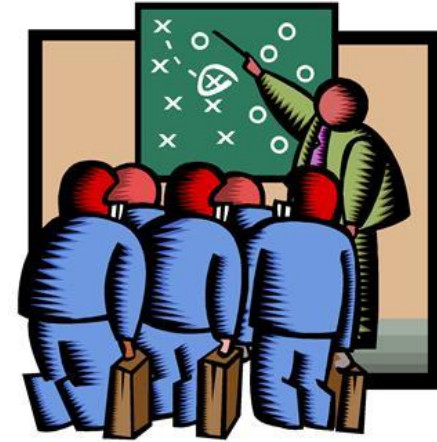
- Board
- Staff
- Operations
- Marketing

▶ Financial sustainability goals

- Fundraising
- Revenue
- Financial planning, budgeting



Strategies



**Major approaches to meet the goals
(not specific activities)**

(Also called objectives or initiatives)

Action Steps

**Specific steps that will be taken to
achieve the strategies**

(Also called tactics)



Sample

- ▶ **Strengthen nonprofit community engagement and impact**
 - Offer 4 free educational seminars a year to build capacity
 - **Choose 4 topics of importance**
 - **Identify local experts to teach seminars**
 - Increase dollar grants by 15% by 2014
 - **Find 3 new major donors giving \$5000+**
 - **Hold 1 additional event to raise \$150,000**

Accountability

For every action step you must decide

- who does what
- when it will be completed
- cost



What Resources Do We Need?

Budget



The world's best Strategic Plan will fail if it is not adequately resourced through the budgeting process

Measurement & Evaluation

How will we monitor our progress?

Why Measure and Evaluate?

- ▶ If you don't measure, you won't know when you get there
- ▶ For accountability and rewards
- ▶ To identify needed course corrections



Final Thoughts

A plan is a

- Living document
- Management tool





Thank You !