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Board Basics

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Organizational Mission

- Mission
 - What you do.
 - For whom.
 - Your uniqueness
 - What good is to be accomplished
 - Easy to communicate, clear and simple

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Organizational Vision

- How the world will look if we achieve our mission
- A picture of the future we want to create
- Based on values, dreams,
- Motivates and Stretches
- Clear and concrete
- Achievable
- Easy to communicate, clear and simple

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TYPES of BOARDS

- **ADMINISTRATIVE BOARD**
- **POLICY MAKING BOARD**
- **POLICY GOVERNANCE BOARD**
- **ADVISORY BOARD**

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RISK MANAGEMENT

- **1. Identify Risks**
- **2. Evaluate Risks**
- **3. Control Risk: Avoid, Modify
Transfer, Retain**
- **4. Implement the Plan**
- **5. Evaluate & Revise**

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BOARD DEVELOPMENT

Board Profile

Recruit and Select members

Orient new members

Train and Develop

Evaluate Effectiveness

Support and Recognize

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ROLE of BOARD MEMBER

- **REQUIREMENTS**
- **RIGHTS**
- **LEGAL RESPONSIBILITIES**

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RIGHTS of BOARD MEMBERS

- **Board Members Have A Right To...**
 - **Be fully informed**
 - **Be oriented & trained**
 - **Accurate reports**
 - **Be effectively utilized**
 - **Be challenged**
 - **Decline assignments**
 - **Be trusted**
 - **Be recognized**

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RESPONSIBILITIES of BOARD MEMBERS

- **Attend board meetings**
- **General supervision**
- **Insist on meaningful meetings**
- **Ensure a written record of minutes is kept**
- **Adopt and follow sound business policies**

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RESPONSIBILITIES of BOARD MEMBERS

- **Be informed**
- **Avoid conflicts of interest**
- **Ensure good credit & financial standing is maintained**
- **Engage a professional auditing service**
- **Require consultation with legal counsel where necessary**

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LEGAL OBLIGATIONS

Avoid

- **Mismanagement**
- **Non-management**
- **Self-Dealing**

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LEGAL OBLIGATIONS

Apply principle of good faith...

- Attend all board meetings**
- Know organizations mission, purpose, etc.**
- Insist on full disclosure**
- Obtain current legal information**
- Ensure minimum requirements are met**

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LEGAL OBLIGATIONS

- **Apply principle of good faith...**
 - **Be aware of organization's finances**
 - **Ensure policies are clearly written**
 - **Register dissents officially**
 - **Avoid self-dealing or conflict of interest**

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LIABILITY PRETEST for a BOARD

- **Agency Risk Appraisal**
- **Charter and By-Laws**
- **Keep informed of agency programs**
- **Legal Requirements**
- **Ask Questions**
- **Object**
- **Pick Good People**
- **Avoid conflict of interest**
- **Investigate Insurance**

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EXPECTATIONS of Board CEO

Serve

Interpret

Implement

Recruit & manage

Recommend

Manage

Advise

Inform

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EXPECTATIONS of Board Chair

Lead Guide

Chair Use time effectively

Evaluate Supervise (Coach?)

Represent Develop

Role Model Focus

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EXPECTATIONS of Board CEO

Counsel

Share

Consult

Provide Support

Delegate

Hold Accountable

Refrain

Communicate

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JOB DESCRIPTION of TRUSTEE

Governance

- **supervise and review CEO**
- **ensure adequate systems are in place**
- **ensure operations are run appropriately**
- **meet legal requirements**
- **manage the planning process**

Human Resources

- **recruit and recognize trustees & volunteers**
- **provide policy guidance**
- **approve volunteer policies & recognition plans**

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JOB DESCRIPTION of TRUSTEE

Program Services

- **develop mission and goals**
- **participate in long- and short-range planning**
- **assess client needs**
- **determine services and programs provided**
- **evaluate program services**

Finance

- **ensure financial accountability**
- **develop and approve budget**
- **participate in fund raising**

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JOB DESCRIPTION of TRUSTEE

Marketing

- **ensure programs and services address needs**
- **publicize services and programs**
- **be a representative to the community**
- **encourage/participate in collaborations**

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WHY HAVE POLICY?

- **Policies...**
 - **Govern operation & direction of organization**
 - **Provide a framework for decision making & evaluation**

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POLICY DEVELOPMENT

The role of the board is to:

- Establish and/or approve policy**
- Ensure that policy is being implemented**
- Review policy periodically**

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TYPES of POLICIES

Governing Policy

Administrative Policy

Operational Policy

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TYPES of POLICIES

- **Governing Policy**
 - Consists of vision, mission, goals & objectives
- **Administrative Policy**
 - Includes guidelines & procedures
- **Operational Policy**
 - Governs day-to-day activities

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FIVE AREAS of GOVERNING POLICIES

- **Governance**
 - Includes Vision, Mission, Values, Goals & Objectives
- **Program Services**
 - Based on client needs and services
- **Human Resources**
 - Covers board members, executive director, staff and volunteers

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FIVE AREAS of GOVERNING POLICIES

- **Finance**
 - Includes financial accountability, property management and fundraising
- **Marketing**
 - Covers public relations with funders, clients, community, and other organizations

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POLICY MANUAL

- **1. To communicate policies**
- **2. To clarify authority and responsibility**
- **3. For use in counseling and training**
- **4. Historic record for review and update**
- **5. Accessible to board, paid and volunteer staff**

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Elements of Good Policy

- **1. Explains why, what, when, how and who**
- **2. Provides clear directions**
- **3. Flexible enough to work**
- **4. Provides measurable standards**

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COMMITTEES

- **Complete**
- **Oversee**
- **Monitor**
- **Make use**
- **Increase**
- **Team**
- **Train**
- **Encourage**
- **Eliminate**
- **Spread**

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TIPS for EFFECTIVE COMMITTEES

Written Job Descriptions

Yearly goals and objectives

Recruitment plan

Orientation

Calendar

Procedures and work plan

Minutes - Report - Recognition

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KEEPING INFORMED

List of current members

List of current staff

Copies charter, by-laws, audit, reports

Minutes

Personnel Policies

Accounting Procedures

Program Reports/Updates

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COMMITTEE JARGON

- **The committee met and evaluated the situation....**
- **We explored all possible solutions**
- **I will report on the matter more fully**
- **The matter is being considered**
- **No agreement but progress made**

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ROLES & RESPONSIBILITIES in FUNDRAISING

- **Commit to goals & objectives of organization**
- **Commit to purposes of development program**
- **Give money commensurate with ability**
- **Give leadership & time to fundraising efforts**

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ROLES & RESPONSIBILITIES **in FUNDRAISING**

- **Plan guidelines & campaign goals**
- **Establish a fundraising committee**
- **Establish subcommittees where needed**
- **Determine need for outside consultants**
- **Monitor progress & effectiveness**

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ROLES & RESPONSIBILITIES **in FUNDRAISING**

- **Stay up to date on trends & techniques**
- **Stay up to date on tax changes**
- **Stay abreast of government funding**
- **Seek out & cultivate prospective donors**
- **Spread the word**

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10 PREREQUISITES for SUCCESSFUL FUNDRAISING

- **Know what business you're in**
- **View organization as a community service agency**
- **Know community needs**
- **Develop strong volunteer leadership**
- **Develop informed constituency of donors**

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10 PREREQUISITES for SUCCESSFUL FUNDRAISING

- **Do comprehensive planning**
- **Maximize earned income, minimize expense**
- **Know your funding source**
- **Do your homework**
- **Say thank you and stay in touch**

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QUESTIONS & ANSWERS

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