What Do You Wish Board Leaders Knew?

- How they can best contribute to our organization outside of our monthly meetings
- What capacity limits we have and what the Board’s role is to help increase capacity in these areas
- The value of active participation in Board meetings
- The Board manages the Board
- The only job performance feedback the CEO/ED gets is from the Board so an evaluation is crucial
ORGANIZATIONAL PLANNING AND PROGRAMS

**BOARD RESPONSIBILITY**

- Drive the process of strategic and organizational planning
- Approve mission, vision, values, and strategic goals
- Follow-up to ensure achievement of major goals and objectives

**STAFF RESPONSIBILITY**

- Develop action plans (who does what and when) to achieve long-range goals
- Evaluate programs and goals
- Track progress and regularly report progress to the Board

**SHARED RESPONSIBILITY**

- Provide input to mission, vision, values, and strategic goals
- Assess client and community needs
- Develop program goals, evaluation methods, and dashboard indicators
HR AND BOARD GOVERNANCE

**BOARD RESPONSIBILITY**
- Hire and supervise CEO – to include completion of annual evaluation
- Recruit and train Board members
- Enforce Board member job descriptions, performance, and expectations

**STAFF RESPONSIBILITY**
- Hire, train, and supervise staff
- Direct and annually evaluate the work of the staff
- Oversee day-to-day operations

**SHARED RESPONSIBILITY**
- Evaluate staff capacity and develop plan for adding staff
- Ensure evaluations are conducted annually
- Co-create Board agendas
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<tr>
<th>BOARD RESPONSIBILITY</th>
<th>STAFF RESPONSIBILITY</th>
<th>SHARED RESPONSIBILITY</th>
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<tbody>
<tr>
<td>Finalize and approve annual budget and regularly monitor budget</td>
<td>Prepare annual budget</td>
<td>Ensure that expenditures are within budget during the year</td>
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<tr>
<td>Ensure annual audit is completed and 990s are filed</td>
<td>Manage day-to-day finances and oversee cash flow</td>
<td>Adjust budget as needed depending on revenues or shortfalls</td>
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<td>Set financial policies and procedures</td>
<td>Ensures staff abides by financial procedures for daily transactions</td>
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<td>Establish fund development goals</td>
<td>Manage fund development activities – cultivation, asks, stewardship, events, grant applications, and monitoring grants</td>
<td>Present organization to the community</td>
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<td>Establish brand standards, marketing goals, and target audiences</td>
<td>Produce advertising and collateral materials</td>
<td>Participate in fund development activities including face-to-face asks, cultivation, stewardship, and events</td>
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<td>Monitor progress toward goals</td>
<td>Evaluate and report progress</td>
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MOVING FROM BOARD ATTENDANCE TO BOARD ENGAGEMENT

➢ Allow time for Board members to get to know one another

➢ Be clear from the beginning – share job description and expectations as part of recruitment process

➢ Promote a culture of preparedness and don’t let members that come unprepared derail the work of the Board

➢ If there is something you don’t understand in the materials, ask the Board Chair or CEO prior to the meeting

➢ Assign a mentor to new members
EXCEPTIONAL BOARDS HAVE EXCEPTIONAL MEETINGS

➢ Host an annual planning meeting focused on strategy only

➢ Use input from committee chairs, staff, and other key stakeholders – no two agendas should look the same

➢ Place strategic discussion / most important items first

➢ Include next to each agenda item what the desired outcome is - decision, brainstorming, discussion, presentation

➢ Send agendas and supporting materials to all board members at least 3 days before meeting
ENGAGING TALENTS OF EACH BOARD MEMBER

➢ Board Chair and CEO should set a goal to meet with each member annually

➢ What motivates each member? Why do they believe in your mission?

➢ Provide tangible ways members can be involved between Board meetings

➢ Find out what communication style works best for each member

➢ Give members a way to provide feedback – are meetings engaging, do they want to be more involved, what are their board leadership aspirations, etc.
WHAT IS THE #1 SIGN OF A HEALTHY ORGANIZATION?

The CEO and the Board Chair have a strong relationship.

➢ Board Chair and CEO are both crazy about the organization.

➢ Board Chair and CEO are willing to have strategic, sometimes difficult conversations in order to propel the organization.

➢ Board Chair actually wants and understands the job.

➢ Board Chair and CEO plan Board Meetings together.

➢ Board Chair and CEO meet weekly.

Joan Garry – Because Nonprofits are Messy
DO WE REALLY NEED TO MEET WEEKLY? - YES!!!

➢ **CEO anxiety:** Discussion about something the CEO is worried about that can be problem solved together.

➢ **Personnel:** Both on the board and staff side. New hires, open positions, challenges, board recruitment.

➢ **Sector education:** Provide info about the larger system/context in which the work is being done.

➢ **Fundraising:** Not just how the staff and board are doing, but any requests CEO has for the Board Chair.

➢ **Financials:** Quick finance update and any red flags.

➢ **Key priorities:** Each shares key priorities for the week.

Joan Garry – *Because Nonprofits are Messy*
MANAGING THE IDEA FAIRY

➢ Set time for brainstorming and set a cut-off time for ideas (we will brainstorm in May and then decide in June)

➢ Don’t ask for input if you don’t really want or need it

➢ Set up a parking lot at meetings to manage random ideas/topics that aren’t on the agenda

➢ Make sure Board clearly understands capacity and budget constraints