

BOARD LEADERSHIP

HOW TO BUILD A PRODUCTIVE & ENGAGED BOARD OF DIRECTORS

OBJECTIVES

- WHAT ARE THE ROLES & RESPONSIBILITIES OF THE BOARD
- ASSESSING YOUR CURRENT BOARD
- RECRUITING PROSPECTIVE BOARD MEMBERS

ROLES & RESPONSIBILITIES

1. Establishing Identity and Direction

- a. Create your mission statement = defines who you are and what you do.
- b. Create a vision statement = why does your organization exist and what is the desired change you want to accomplish by your organization's work?
- c. Have you adopted or revised your organization's strategic plan within the last three years? Are these values accurately reflected in your organization's annual budget?
- d. Are the organization's mission, vision, and values reflected in the organization's programs?

HOW to Establish Organization Identity?

- Ensure effective organizational planning:
 - Board participates in the planning process...allow enough time!
 - Create SMART goals and objectives = Specific, Measurable, Achievable, Realistic, and Timely
 - Board agenda must align with strategic priorities

2. Ensure Resources

a. **Appoint, support, and evaluate the ED/staff**

- i. Create performance expectations, review at least annually.
- ii. Provide support and guidance.
- iii. Create effective strategy for compensation.
- iv. Do the ED skills represent your organization's strategic needs?

b. **Operate efficiently**

- i. Who is good at what? Wealth, Wisdom, and Work. Must analyze strengths of board members and identify the gaps on your board.
- ii. Recruit prospective board members.
- iii. Create an outstanding and clear board orientation.
- iv. Provide ongoing board development opportunities.

c. **Advocacy and Ambassadorship**

- i. Lead by example and advocate for your organization's interests, needs, etc.
- ii. Serve as a link between the board and the community to build strong relationships.
- iii. Decide the expectations for board giving.
- iv. Decide whether board members help facilitate fundraising and how they do this.

3. Provide Oversight

a. Are you in compliance with legal obligations and ethical norms?

- i. What governance documents are you operating by, do you have established by-laws?
- ii. Create proper financial controls and monitor according to the schedule you set up.
- iii. Create key policies.
- iv. Provide financial oversight, protect assets, act as the main fiduciary responsible for your organization.
- v. Work with the ED to approve the annual budget.
- vi. Review financial reports, statements, P&L, and ask questions when necessary.

b. Monitor program performance and impact

- i. Ensure your programs align with your mission, vision, and values.
- ii. Create a guide to check your program effectiveness.
- iii. Reference your organization's strategic plan to measure progress, adjust as needed.

4. Board Operations

- a. Set up a regular board assessment of its own performance.
- b. How do you review your organization's policies and board policies?
- c. Do you have non-board member committee members helping your organization achieve your goals? What is their role and how do they engage with the board of directors?
- d. Do members have (easy) access to information needed for effective decision-making?
- e. Do board meetings and agendas reflect the progress made or adjustments needed giving attention to the strategic plan?

FRAMEWORK FOR ACCOUNTABILITY

ASSESSMENT

Community
Needs &
Resources



PLANNING

Use Mission and
Data to ID Results
and Strategies



IMPLEMENTATION

Services and
Strategies Produce
Results



ACHIEVEMENT OF RESULTS

Observe and Report
Progress



EVALUATION

Analyze Data and
Compare with
Benchmarks



How to Implement Accountability

- Evaluate your mission and make sure your programs align
- Deploy a thorough needs assessment - community needs and resources, where does your organization fit in and how does it help?
- Engage in your organization's strategic plan. Use your strategic plan!
- Offer the highest quality programs and services you can.
- Focus on your programs and your results. Make adjustments based on data and needs of population your organization serves.
- Ensure personnel and fiscal policies and procedures are in place.
- Be the best advocate you can be for your organization and educate people about your impact, successes, and needs.

What *Should* The Board Be Involved In or Not?

YES! Be Involved in These Ways

- GOVERNANCE
 - Planning, Policy
 - Evaluation
- ADVOCACY
 - Be an ambassador for your organization
- FINANCE
 - Budgeting and oversight
 - Health and sustainability

Should Not Be Involved in These Ways

- DAY TO DAY OPERATIONS
 - Individual spending decisions within board approved budget
 - Program operations - the “how”
- CRITICIZING ORGANIZATION PUBLICLY

BOARD RECRUITMENT!

1. Who is your current board? Identify characteristics of current members.
2. Identify the missing characteristics—skills, expertise, experience, connections, capacity, and engagement.
3. Ask people if they are interested, set up a meeting, invite them to a board meeting.
4. Keep a board recruitment spreadsheet with contact information, type of board contact (phone conversation, meeting, when did that occur, etc, and next steps.
5. Typically it takes at least a few months to recruit a new member and often a year before they fully commit to being a board member so plan ahead.
6. Offer them your by-laws, meeting notes, any content you have in order for them to understand your mission, vision, and values. This includes understanding any board giving expectations.

Board Prospect Intake Form Example -

- 1) Please tell us a little about your pertinent experience and background, including community involvement and connections, expertise, and philanthropic interest.
- 2) What skills can you contribute to our organization (e.g. marketing, social media, strategic planning, fundraising, organizational leadership, legal, etc.)?
- 3)
- 4) Why are you considering joining our board of directors?
- 5) Have you been involved with our organization in the past? If yes, please explain.
- 6) Is there anything else you'd like to share with the current board at this time?

And of course collect their contact information and preference(s) for being contacted.

Now What?

- Review your mission, vision, and values.
- Assess your policies, guidelines, and needs.
- Identify the characteristics of your current board and how you want to fill the gaps.
- Recruit excellent people to be ambassadors of your organization.
- Do the work and have fun!

Resources

Board Fundamentals: Understanding the Roles in Nonprofit Governance

Board Source - boardsource.org

National Council of Nonprofits - councilofnonprofits.org

Foundation Group - 501c3.org

Nonprofit Ready - nonprofitready.org

Your organization's founder(s), former board members, and staff

The Wyoming Community Foundation, The Community Foundation of Jackson Hole, The Lander Community Foundation, and The Wyoming Nonprofit Network