Thank you to our sponsors and partners!

BOARD TRAINING AGENDA
Chehalis, Washington
October 29, 2015

Purpose: To elevate our board practice to better achieve our mission within a community of nonprofits.

4:00 Welcome and introductions
4:15 Consent agenda decide
  * We will share our ideas and ask our questions.
  * Knowledge is in the room as we start from where we are.
  * We are stronger together.

4:20 Ideas to think about when thinking about boards discuss
4:30 Chapter 1: Connection to Cause
4:45 Chapter 2: Responsibilities deliberate
5:45 Chapter 3: Composition & development
6:30 Chapter 4: Operations
7:00 Chapter 5: Fundraising
7:30 Next steps: Getting to good and great!
Why Boards Matter

STOP

BOARDS IN GEAR
Strengthening Boards to Achieve Mission
**What is Boards in Gear?**

- **Why?**
  - Connection to cause
  - Responsibilities
  - Governance & development
  - Operations
  - Fundraising

- **6 Short Videos**
- **6 Kits**
- **Key documents**
- **Pathway**
- **Game**

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**Kits**

- **Know**
- **Show**
- **Grow**
- **Documents**

**Knowledge + Practice + Key documents = Success**

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**Documents Collection**

- [www.washingtonnonprofits.org/boardsgear](http://www.washingtonnonprofits.org/boardsgear)
Pathway

A. Communication

<table>
<thead>
<tr>
<th>Week 3</th>
<th>Okay</th>
<th>Good</th>
<th>Great</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members can eat</td>
<td>Board members can give a pitch about the organization.</td>
<td>Board members can give a &quot;pitch&quot; about the organization.</td>
<td>Board members can give a &quot;pitch&quot; about the organization that resonates with current audiences.</td>
</tr>
<tr>
<td>Board members have no stories about the organization.</td>
<td>Board members have at least one story that they can tell.</td>
<td>Board members have a set of stories that they can tell about the organization and the role it plays in the lives of constituents.</td>
<td>Board members have a set of stories that they can tell about the organization and the role it plays in the lives of constituents.</td>
</tr>
<tr>
<td>Board members have no brochure or handout.</td>
<td>Board members have a brochure or some handbook, though maybe not current.</td>
<td>Board members have a current, well-handled brochure or handout with potential supporters.</td>
<td>Board members have a current, well-handled brochure or handout for different audiences.</td>
</tr>
</tbody>
</table>

B. Relationships

1. Relationships matter.
2. Explicit is better than implicit or tacit.
3. Small steps move us towards manageable goals.

Nonprofit Life Cycle

"Start where you are. Use what you have. Do what you can."
- Arthur Ashe

Common Threads
Why
Connection to Cause

Connection to Cause

Connection to Cause

 ✓ Connect mission to the cause
 ✓ Powerful voice
 ✓ Education vs. lobbying: Use advocacy as a tool
Purpose Map

Your Purpose Map
Connection to Cause

- Board members can **articulate the connection between their mission and the cause** which the organization is working to advance.

- Board members are **ambassadors for the organization**, building connections with the community and its leaders.

- Board members **engage key decision makers** and those involved in their work in telling the story of the organization and its work.
Connection to Cause

GROW

- Ask: *Why does it matter* that board members connect the mission to the bigger cause?
- Map all of the players who have a stake in your work. Get to know them better.
- Develop a deeper understanding for your work, including what makes your organization needed.
- Embed discussion about bigger issues into your board and committee meetings.

DOCUMENTS

- Articles of Incorporation
- Handout for decision makers on the organization and its impact
- Information on the landscape you are working in
- Advocacy plan*

Getting to Good and Great
What
Responsibilities

Responsibilities

KNOW

✓ Individual responsibilities
✓ Legal and fiduciary responsibilities
✓ Financial responsibilities
✓ Risk management
### Nonprofit in Balance

#### 3 Ways of Thinking and Asking

<table>
<thead>
<tr>
<th>Type of work</th>
<th>Strategic</th>
<th>Generative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversight: Technical</td>
<td>Foresight: Analytical</td>
<td>Insight: Big picture thinking</td>
</tr>
<tr>
<td>Key Questions</td>
<td>What's wrong?</td>
<td>What's the plan?</td>
</tr>
<tr>
<td>Central Purpose</td>
<td>Stewardship of assets</td>
<td>Strategist Partnership with management</td>
</tr>
<tr>
<td>Problems to be...</td>
<td>Spotted</td>
<td>Solved</td>
</tr>
</tbody>
</table>

A thought for birders... Be attentive like a hawk. In alignment like the goose. And wise like an owl.

From Cathy Trower
Role of the Board

**GOVERN**
- Ends
- Board represents community to the organization & organization to the community.
- Board
- Staff
- Executive Director
- Board
- Community
- Customers
- Clients
- Beneficiaries

**MANAGE**
- Means

Board vs. Board Members

**Together: Govern**
- Strategic thinking
- Financial & legal oversight
- Evaluate Executive Director
- Board self-management

**Individually: Support**
- Ambassador to community
- Raise funds
- Bring connections
- Advise Executive Director

Responsibilities

**Duty of Care**
Board members will take reasonable care (that of an ordinarily prudent person) when making a decision as a steward of the organization.

**Duty of Loyalty**
Board members will give undivided attention to the organization when making decisions affecting the organization. The board member will work in the best interests of the organization and not for personal gain.

**Duty of Obedience**
Board members will be faithful to the organization’s mission and governing documents, stewarding funds in a way that honors the public’s trust in that organization.
Financial Responsibilities

Board members are committed to the mission and work of the organization.

The organization is compliant with all federal, state and local requirements.

Board members review the budget and IRS Form 990 annually.

Board members possess and refer to key organizational documents.

Board members add value to the development, implementation, and evaluation of key programs and services.
Responsibilities

GROW

- Discuss: Why does it matter that your board members individually and collectively know and act on their responsibilities as board members?
- Mission and Bylaw review
- Evaluation: Do you KNOW that you are advancing your mission?
- Financial literacy

Responsibilities

DOCUMENTS

- IRS Form 1023
- IRS Determination Letter
- IRS Form 990
- Bylaws
- Articles of Incorporation
- Secretary of State
- Corporations
- Charities
- Charitable Trusts
- Board commitment form (annual)
- Board job description
- Conflict of interest policy
- Directors & Officers Insurance policy
SAFE STREETS CAMPAIGN
BOARD OF DIRECTORS

"Until Every Neighborhood Is Safe"

Memorandum of Understanding 2015

1. Members are encouraged to attend all meetings. Excessive absences will be reviewed by the Executive Committee.

2. All members are required to attend the annual strategic planning session. New members will be scheduled to tour the Safe Streets Campaign main office within ninety days of joining the board.

3. Members will serve on at least one committee, with the exception of the Board President.

4. Members are expected to attend at least one neighborhood organizing or one youth coalition meeting during each calendar year.

5. Members are expected to make a significant financial contribution of at least $500 each year. What is “significant” for one person may be insignificant for another; board members are encouraged to give as generously as they can. Board members are also encouraged to give of their expertise in the form of consultation and goods and/or services.

6. Members are expected to participate in fundraising activities. These include developing business partnerships for the Annual Event, inviting friends and colleagues to the Annual Event, participate in donor cultivation, sharing Safe Streets stories with friends and colleagues, identifying and cultivating major gift donor prospects, promoting the annual fund drive, and advocating for the organization in both the public and private sectors.

7. Participate in the thank you processes to funding sources for the organization.

8. Volunteer and participate in Safe Streets Campaign activities as often as they are able. These include touring National Night Out parties, Youth Leading Change Events, Block Groups, and Coalition meetings.

9. New members will provide the Safe Streets Campaign with a brief one-page biography as it pertains to the organization. This should include current employment or activities, interests and volunteer commitments.

10. Members will complete a year-end self-evaluation form to be used for future planning.

I agree to the above.

Name ________________________ Date ____________

Getting to Good and Great

Meeting Pulse
Composition & Development

Who

- Recruitment, selection, orientation and evaluation
- Commitment to mission and success of the organization
- Conflict of interest
- Positions
- Self evaluation
- Succession planning

Commitment to
mission and
success of the
organization

Recruitment,
selection,
orientation and
evaluation

Conflict of interest

Positions

Self evaluation

Succession planning

KNOW

Commitment to
mission and
success of the
organization

Recruitment, selection, orientation and evaluation

Conflict of interest

Positions

Self evaluation

Succession planning
Team vs. Group

Purpose Map: Who Cares?

Board Matrix
Culture
Culture: A way of thinking, behaving, or working that exists in a place or organization
Merriam-Webster

“Culture is what people do when no one is looking”
Herb Kelleher, former CEO of SW Airlines

Board culture = A pattern of beliefs, traditions and practices that prevail when the board convenes to carry out their duties

Board Culture
Imagine you are an anthropologist studying your board’s culture. What do you see in terms of...

Artifacts
Visible structure and processes (agendas, table, names plates, where people sit)

Values?
Unconscious, taken for granted beliefs, perceptions and thoughts- group norms

Group norms and assumptions?
Stated strategies, goals, and philosophies

3 Toxic Cultures to Avoid
Culture of Maybe – “Analysis paralysis”
Culture of No – Loudest voice wins
Culture of Yes – Too much “groupthink”

- Michael Roberto (2005)
Conflict

**Cognitive**: task-oriented
“I don’t think your idea will work. Let’s try to look at it in a different way.” 😞

**Affective**: emotionally-oriented
“I don’t think you have good ideas and you don’t understand the issue.” 😞

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Flow

Milhaly Csikszentmihalyi — Flow

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Succession planning

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Composition & Development

SHOW

- Diversity
- 7-15 people
- Officers
- Role of Executive Director
- Unpaid & at least 2/3 of the board is independent.
- Process to recruit, select & orient new board members.
- Job description
- Conflict of interest
- Term length, limits, & removal written in the bylaws.
- Board evaluation
- Training

Composition & Development

GROW

- DISCUSS: Why does it matter who is serving on your board and how they are prepared?
- CALENDAR: Include recruitment, orientation, self assessment, and celebration.
- DIVERSITY: Board matrix
- LEARNING: About nonprofits generally, your nonprofit, your cause

Composition & Development

DOCUMENTS

- Conflict of interest policy
- Whistleblower policy
- Job descriptions: Board Members
- Job descriptions: Officer positions
- Attendance policy
- Board application
- Board matrix
- Board recruitment plan
- Board self assessment
- Calendar, including recruitment timeline and orientation schedule
- Committee charters and/or job descriptions
- Terms: rotation and removal policy
Operations

KNOW

✓ Board meetings
✓ Planning
✓ Evaluation
✓ Committees
✓ Board/staff relationship

Planning

strategy:
a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result.

Evaluation

I feel like we've been walking in circles.

Ouch, I've been using the wrong type of compass.
Speak with one voice

During the meeting

After the meeting

Board decision

Dashboards

Goal: Quick gauge on how you are doing

Operations

SHOW

- Board meets regularly, with strong attendance and high levels of engagement during meetings.
- Board makes progress on the work of the organization during meetings documented through minutes.
- Board utilizes committees.
- Board hires, supports, supervises, and reviews the executive director.
- Board provides the staff direction, support, and accountability through plans, policies and volunteering when appropriate.
- Board reviews its own performance on an annual basis.
GROW

- Discuss: Why does it matter that your board operates effectively?
- Meeting agenda: Oversight, Foresight, Insight
- Committees: Alignment with goals/plans
- Board/staff relations
- Board development

DOCUMENTS

- Attendance policy
- Board matrix
- Bylaws
- Calendar
- Committee charters and/or job descriptions
- Executive compensation policy*
- Job descriptions
- Meeting agenda
- Minutes
- Orientation schedule/agenda
- Staff organization chart

Getting to Good and Great
How Fundraising

Roles & expectations
Planning
Culture of gratitude
Development cycle
Own the goals
Development Cycle

- Cultivation (60%)
- Solicitation (10%)
- Stewardship (30%)

GOALS

Fundraising

SHOW

- Board members know what their role is generally and individually related to fund development.
- Board members "own" their role in fund development.
- Board members have the information and resources they need to support fund development.
- Board has systems in place to support fund development.

Fundraising

GROW

- **Discuss:** Why does it matter that your board commits itself to securing adequate resources for your org?
- **100% giving**
- **Fund development cycle/board member match**
- **Thank yous**
- **Storytelling**
Fundraising DOCUMENTS

- Board job description
- Budget
- Case for support
- Fundraising plan
- Gift acceptance policy
- List of current donors
- List of current members (if a membership organization)

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Board Action Map

- This week, I will...
- By 3 weeks from now, I will...
- A year from now, our board...
Board Action Buddy

Boards in Gear
Unlocking the Why, What, Who, and How of Nonprofit Boards

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