

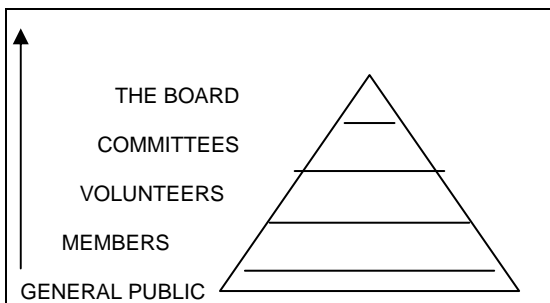
BE AN EFFECTIVE BOARD OF DIRECTORS
Workshop 9H; 2006 River Rally

<p>TRADITIONAL BOARD PROBLEMS:</p> <ul style="list-style-type: none"> - not clear on roles - won't fulfill term - can't get rid of them - don't help out - don't work between meetings - won't fundraise - won't contribute financially - overstep bounds w/ staff - President doesn't run meeting well - come to meetings unprepared - can't make decisions at meetings
<p>THE BASICS: BOARD OF DIRECTORS – General Attributes:</p> <ul style="list-style-type: none"> • 3 Ts (time, treasure, talent) • 3 Ws (work, wisdom, wealth)
<p>Only 3 Duties:</p> <p>#1: Hire & Evaluate Executive Director (& fire, if necessary)</p> <p>#2: Set policy</p> <p>#3 - Be responsible for the financial well-being of the organization, including:</p> <ul style="list-style-type: none"> - set budgets; - help raise funds to carry out the operations of the organization. - review the bookkeeping & accounting of funds, using acceptable accounting practices; - make sure the parameters of grants are being met.
<p>The Board holds the fiduciary responsibility for the organization – for both income & expense sides.</p>
<p>FINANCIAL MANAGEMENT ROLE In addition to reviewing & approving an annual budget, it's the Board's responsibility to:</p> <ul style="list-style-type: none"> - have the Treasurer active in looking over the financial activities of the organization (working with staff or others) by reviewing the monthly bank statements, etc. - set up a budget process that is understandable to all & fits the needs of the organization (cash or accrual) - hire an accountant or bookkeeper as needed, and - report to the IRS, if necessary

<p>FINANCIAL POLICIES Staff & Board need to determine which ones make sense for your organization:</p> <ul style="list-style-type: none"> - no. of signatures on checks written over X amount; - who signs contracts; - who writes pay checks; - who handles cash; - investments (to be conservative); - benefits & reimbursements for staff & volunteers; - insurance (liability & "D & O" (Directors & Officers)
<p>FUNDRAISING ROLE The Board needs to be actively involved in raising \$ for the organization</p>
<p>What are some ways Board members can help?</p> <ul style="list-style-type: none"> - give memberships to family & friends for a holiday present; - write a personal note on bottom of a solicitation letter; - accompany staff on a foundation or corporate visit; - provide names of potential donors; - host an event at your house; - invite a friend, who is a potential member to an activity sponsored by your group; - write or edit a funding proposal; - participate in a telethon; - send a newsletter to a friend; - talk with a friend about the organization at a social event
<p>FR Plan – It needs to insure that the organization has a Fundraising Plan. As simple or detailed as the group warrants Must show numerous & varied sources it seeks and the timing & method</p>
<p>Only when a Board has blessed a F. R. Plan at the same time it's adopted its budget will it be carrying out its fiduciary responsibilities.</p>
<p>Three other ways that the Board will help:</p> <p>#1: serve as the organization's primary ambassadors;</p> <p>#2: contribute financially;</p> <p>#3: serve as volunteers</p>
<p>#1 - Board members are the organization's primary ambassadors. If you don't tout the organization, who will? You must promote it!</p>

<p>#2 - Personal Financial Role – Each Board member must contribute financially to the organization, according to his/her best capability. Need to be able to demonstrate 100% Board giving.</p>
<p>#3 – Board members often serve in 2 different capacities::</p> <ul style="list-style-type: none"> • in their “official” capacity as a Board members (making policy decisions, etc. on behalf of the organization); and • as volunteers
<p>Boards change over time as they mature: - from doing everything (all volunteer), - to overseeing small staff & refining policy - to governing & FR</p>
<p>Board training Board members give of themselves & they should also get something in return:</p> <ul style="list-style-type: none"> - technical - science - skill building - “Board 101” - FR & financial - Public speaking
<p>SECURING NEW MEMBERS:</p> <ul style="list-style-type: none"> • id who you need (what skills, resources, types of people & geography) • determine who will ask & when
<p>SKILLS & RESOURCES GRID (see handout sheet)</p>
<p>New members need to know what’s expected of them: - Meetings (when, how often, attendance) - Length of term; - Financial contribution & help; - Committee service; - Other meetings/events (planning, annual, social FR, etc.)</p>
<p>Integrate New Members thoroughly:</p> <ul style="list-style-type: none"> • Board manual (contact list, past minutes, committee list, annual report, bylaws, history, policies, acronyms) • Mentor/buddy system

<p>CLARIFY BOARD DUTIES:</p> <ul style="list-style-type: none"> • length of their term; • there’s a financial commitment (their own contribution plus participating in fundraising events); • they’re expected to participate in all Board meetings & that the Board meets [X TIMES] a year; • committee participation; <p>What else?</p>
<p>Board manual – - (see handout sheet)</p>
<p>What about a Board pledge?</p>
<p>COMMITTEES Strong Working Committees build Strong Boards</p>
<p>Functioning correctly, committees free up the Board for policy & decision-making. The Board no longer serves as a “committee of the whole”.</p>
<p>Committees</p> <ul style="list-style-type: none"> - develop as the organization matures; (work involves more than just Board members); - good recruiting vehicle for future Board members; - help get the work done - infinite variety/ composition, but activities that need to take place: • nominating • education • policy/issues • membership • events • bylaws/legal • finance • fundraising
<p>When starting up a committee system, start small – with 3 or 4 committees.</p> <p>Can split ‘em up later when get rolling.</p> <p>Board members serve as chairs (& report back to Board with recommendations for decisions.)</p>



Committees work between Board meetings.

Their efforts & recommendations are then reported back to the Board.

The Board still makes ultimate decisions, but work is carried out by committees.

Best ways to make committees more effective?

- Bd. members in charge
- Clarify role of committee (recommend to Bd.)
- Set annual goals & expectations for each committee

BOARD-STAFF RELATIONSHIP

Your E. D. is a valuable commodity, working at the behest of the Board

The Board sets the framework, while the staff carries out the day-to-day operations

Both adhere to the mission & Strategic Plan

Agreement on who speaks for the organization & when

"No surprises", via regular, ongoing communications

"Normal" Board-Staff Conflict/Tension:

Staff: "Help! I can't do it all myself"

Board: "Phew! We've hired staff; we can step back & relax" or "Do more & do it now!"

Staff deserves:

- a job description,
- a contract (with salary commensurate with experience & with other nonprofits in the region),
- annual evaluation (based on his/her performance of annual work plan), serves as basis for raise,
- benefits
- other "perks"

BOARD PLANNING:

Know what you plan to have the Board do each year, in the context of your Strategic Plan:

- Board training;
- Committees
- FR
- Evaluation
- New members
- Outreach; etc.

Draw up simple Annual Goals for your Board each year.

These might include:

- attendance at Board meetings;
- committees viability;
- set Board giving goals (either a \$ amount &/or 100% participation);
- bylaws (review?; revisions?)
- number of new Board members;
- participation in fundraising visits;
- making public presentations; booth sitting, etc.;
- regularly evaluate progress in meeting those goals.

(See handout.)

BOARD SELF-EVALUATION -

Goes hand-in-hand with planning:

"How are we doing as a Board?"

What do we need to do more (or less) of?

Or differently?

What else do we need to do to strengthen our organization?

What are some of the ways we can achieve that?

BOARD WORKSHEET -

As we go home, what steps should your organization take to build a better Board?

- self assessment
- 1 or 2 simple (obtainable goals)
- draw up Annual Goals for the Board
- draw up Work Calendar
- etc.