



Governance: Building Strong Boards



WELCOME TO THE WEBINAR

Governance: Building Strong Boards

While you wait ...

Is everyone is using computer speakers for audio?

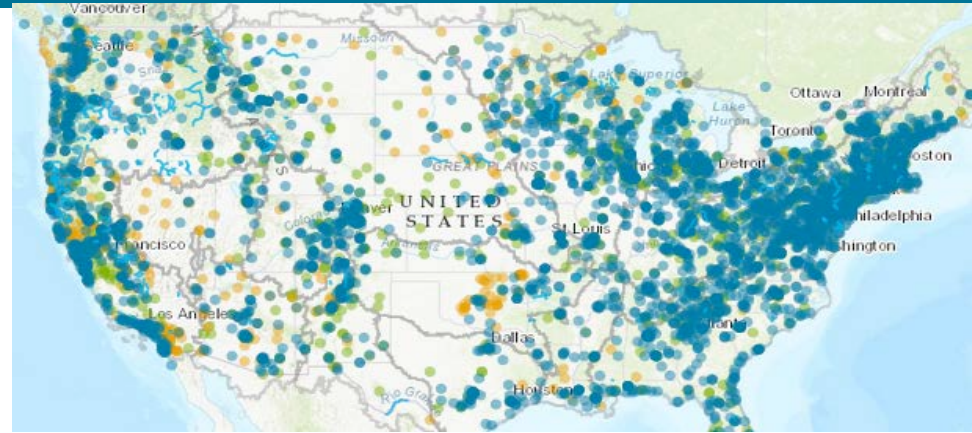
Please use the chat box for questions.

Please fill out the post-webinar survey so we can improve!



ABOUT RIVER NETWORK

River Network connects and empowers over 6,000 local water-focused nonprofits working for clean water and healthier rivers across the U.S.



We envision a future of clean and ample water for people and nature, where local caretakers are well-equipped, effective, and courageous champions for our rivers.



Meet our network and search the Water Protectors Map on our website **rivernetwork.org**.

YOUR PAID MEMBERSHIP BENEFITS

Take advantage of your paid membership.

- ✓ Find **funding** for water projects
- ✓ Receive **25% off** registration for our annual River Rally conference
- ✓ Receive **discounts** on equipment and consultations
- ✓ And more!



*Questions about your paid membership benefits? Please contact
Carly Schmidt, Membership Associate, at cschmidt@rivernetwork.org*

TODAY'S AGENDA

- Review different kinds of nonprofit boards
- Differentiate roles of staff and board members
- Highlight essential tasks for board members
- Discuss best practices for developing strong boards
- Troubleshoot some challenging scenarios



WELCOME TO OUR FAMILY



LEADERSHIP DEVELOPMENT INSTITUTE

- **Oct. 11th** - *Governance: Building Strong Boards to Lead Strong Organizations*
- **Nov. 8th** – *Goals, Strategies, Tactics-Oh My! Strategic Planning from Vision to Implementation and Evaluation*
- **Dec. 13th** – *Fundraising Best Practices for River & Watershed Organizations*
- **Jan. 10th** – *We Want You! Volunteer recruitment, Management & Retention*
- **Feb. 14th** – *Don't Worry, You Don't have to be an Accountant to Understand Nonprofit Financial Management*
- **Mar. 15th** – *Ensuring Equity, Diversity & Inclusion In Your Organization*

WHO IS WITH US TODAY?

Poll 1: **What is your role in this organization?**

Poll 2: **How many years of experience do you have in non profits?**

IT ALL COMES DOWN TO LEADERSHIP


“The development of the Board of Directors is the most fundamental activity needed to build and maintain a strong nucleus for a non profit organization.”

Marc Smiley, Org. Development “guru”



EVOLUTION OF BOARDS

Stage I:
Organizing
Board



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graph LR; A[Stage I: Organizing Board] --> B[Stage II: Governing Board]; B --> C[Stage III: Institutional Board];
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Stage II:
Governing
Board

Stage III:
Institutional
Board

*Board passages: Three key stages in a nonprofit Board's life cycle
(Karl Mathiasen)*

BOARD-STAFF CONFLICT & TENSION

Staff

“Help! I can’t do it all myself!”

“Phew! We hired staff; we can step back and relax!”

“Do more and do it now!”

Board

WHO DOES WHAT?

BOARD ROLES	STAFF ROLES
Setting long-term direction	Daily operations & program management
Providing financial oversight & assessing overall impact	Keep board informed of progress and obstacles
Ensuring financial resources are secured	Implement policies set by the board

SHARED LEADERSHIP TOOL



Shared Leadership Grid

Who IS responsible right now?

Duties of Watershed Organizations	Board members	Mostly Board members	Equally shared	Mostly Staff	Staff	Who is the lead person or committee on this?
<i>Governance</i>						
• Recommend organization policies, procedures or actions						
• Prepare Board meeting agendas & minutes						
• Facilitate Board meetings						
• Initiate committee meetings						
• Recruit and nominate new Board members						
• Orient and train Board members						
<i>Finance</i>						
• Determine and monitor annual budget						
• Fiscal management and reporting						

BOARD'S ROLES



QUESTIONS



BOARD CULTURE

Culture of Inquiry

- Engagement
- Allow dissent
- Manage personalities

Culture of Inclusion

- Awareness
- Intentionality

Culture of Respect & Trust

- Duty of loyalty
- Conflict of interest
- Behavior during meetings

BOARD DIVERSITY AND INCLUSION



BEST PRACTICES

1. Select well
2. Articulate expectations clearly
3. Provide organizational information and ongoing education opportunities
4. Engage every Board member and promote team work and accountability
5. Anticipate and prepare for leadership transitions



SELECT WELL - BYOB

- Thoughtful, ongoing & deliberate process
- Create a skills/talents & contacts grid
- Ensure diversity and representation
- Cultivate & recruit (involve, interest, nominate, orient, evaluate & recognize)
- Everyone participates
- Questions to ask prospective board members



ARTICULATE EXPECTATIONS

- Board job description
- Fundraising commitment
- Typical duties

“A Board that knows what is expected of it and performs at the highest level is a strategic resource for its organization and lead staff. Good governance begins with people who do the most to fulfill the mission of the organization.”

– Board Source



EXAMPLE BOARD EXPECTATIONS AGREEMENT

I, _____, Member of the Alliance Board of Directors, commit to helping raise the funds necessary to carry out the organization's mission and programs. As part of this commitment, I pledge to make an annual financial contribution and to participate in activities in support of the Alliance's fundraising plan.

Personal Contribution

My personal gift for the coming year will be \$_____.

Indicate above how payment of this gift will be made (e.g. pledge of X payments over X amount of time, onetime payment, etc.).

Fundraising Strategies

I am particularly interested in the following two (2) strategies of the 2019 Fundraising Plan:

- ☐ Annual Giving
- ☐ Business/Corporate Giving
- ☐ Event Sponsorship (Gala)
- ☐ Foundation Grants
- ☐ Major Gifts

Participation Activities

Please mark at least three (3) activities that you are able to commit to for the coming year:

- ☐ Assist with Annual Campaign by personalizing appeal letters and assisting with mailings.
- ☐ Participate in making calls to thank donors, sponsors and volunteers.
- ☐ Host a friend/fundraiser at your home or a local venue.
- ☐ Assist with foundation/grant research and proposal submission.
- ☐ Secure a new sponsorship for the Gala.
- ☐ Secure a new Annual Sponsor for the Alliance.
- ☐ Make three personal contacts with Alliance donors to thank them, update them on our work, ask for advice or invite them to an Alliance event. Such contacts might be through phone calls, emails, handwritten notes, or personal visits.
- ☐ Arrange a meeting with a major donor prospect, yourself and Executive Director.
- ☐ Set up a personal giving page (year-end giving, in-lieu of gifts, or other personally meaningful event) that links to the Alliance's donation page.
- ☐ Speak about the Alliance to a community for professional group to cultivate new, interested donors.
- ☐ Other: _____

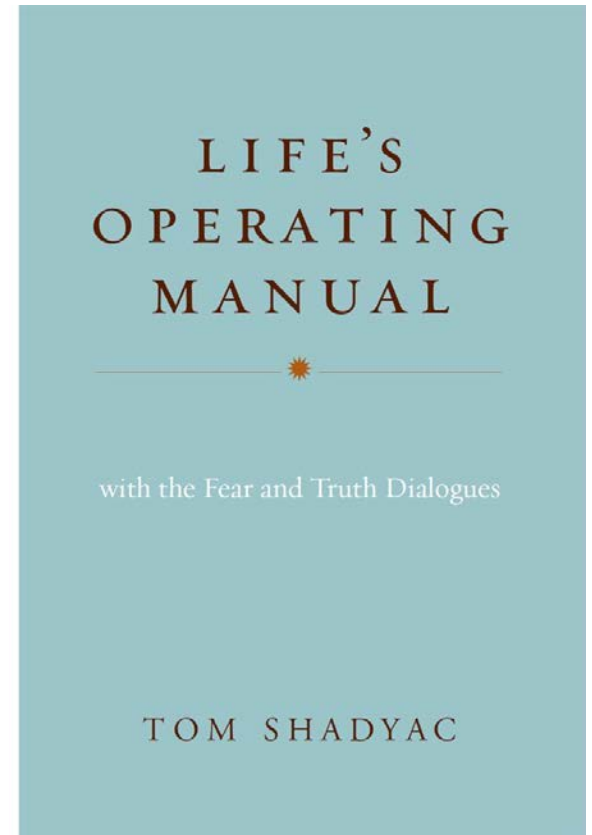
PROVIDE INFORMATION & EDUCATION

- Board manual
- Orientation with staff
- Assign a mentor
- Board meetings, retreat, specialized training opportunities
- Committees and work plans
- Policies



ELEMENTS OF A BOARD MANUAL

- Mission, organizational structure and history
- Primary issues being addressed
- By-laws, Articles of Incorporation
- Work plan and Strategic Plan
- List of board members (with brief bio)
- Board member roles and responsibilities
- Committee descriptions
- Operating policies
- Budget and last audit
- Minutes from past 12 months
- Advisors, friends and important contacts



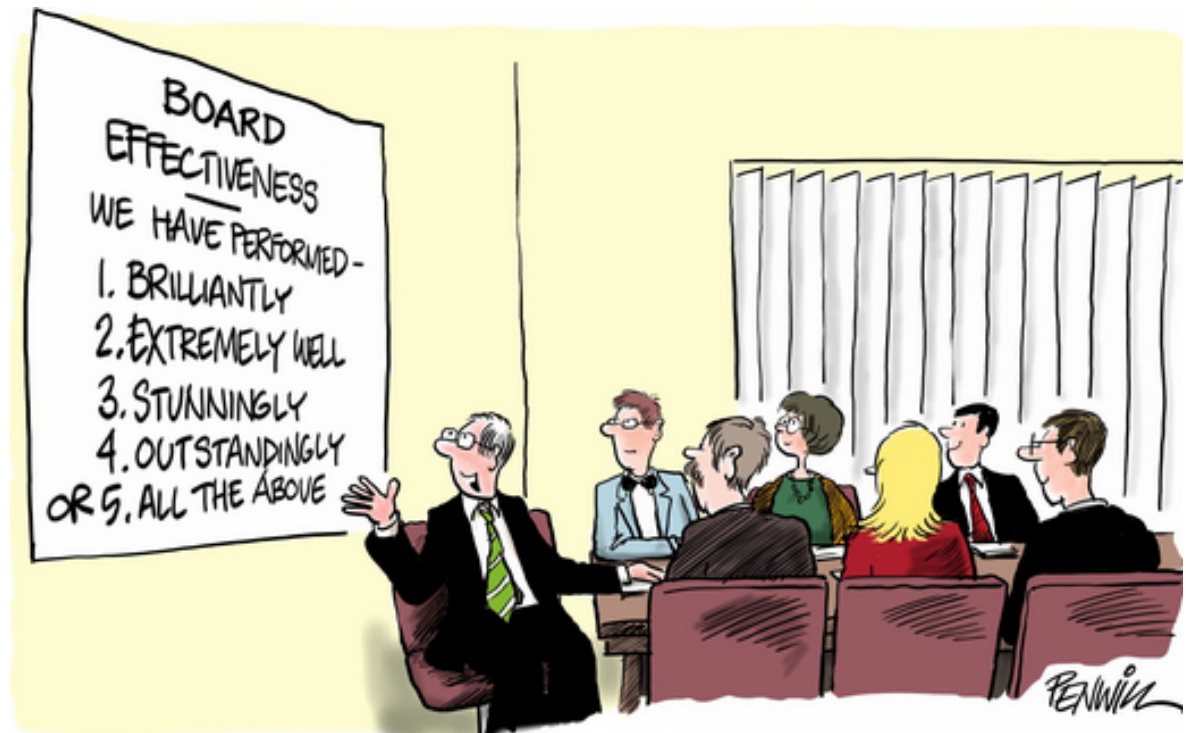
TERM LIMITS



ENGAGEMENT

TEAM WORK

- Effective board committees
- Evaluation of the entire board and as an individual board member
- Exit interviews



"NEXT ITEM - CARRYING OUT OUR OBJECTIVE SELF-ASSESSMENT"

PLAN FOR TRANSITIONS

- Review By-Laws for term limits
- Determine upcoming expirations and vacancies
- Review current make up and committees
- Assess needs for upcoming projects and grants
- Explore potential board members



ESSENTIAL CALENDAR ITEMS

- Set and review long-term direction
- Set annual priorities
- Evaluate effectiveness of organization
- Develop an annual budget
- Develop an annual fundraising plan
- Recruit and orient new Board members



CHALLENGING SCENARIOS

Problem	Suggested Solution
Board not engaged	Job descriptions Orientation Concrete deliverables Clarity in mission statement Evaluation and exit interviews
Confusion on roles	Committee description Open communication Mentor and defining expectations
Board member burned out	Succession plan Term limits Check in and rotation of roles New development and recognition opportunities
Not enough or not the right Board members	Board recruitment practices and grid Succession planning Stewardship and cultivation

QUESTIONS



IN CONCLUSION...

- Critical elements of leadership, composition, structure and practices in place
- Solid culture of inclusiveness respect and inquiry
- Board chair (and lead staff) reinforce interpersonal relationships and strong lines of communication
- Meaningful engagement through active participation in committees
- Opportunities for growth and personal satisfaction



BEFORE YOU GO...

Mark your calendars for our next Effective Organizations webinar on November 8:

***Goals, Strategies, Tactics, Oh My!
Strategic Planning from Vision to
Implementation and Evaluation***



Thanks in advance for completing our evaluation survey!

A wide-angle photograph of the Cleveland skyline across the Cuyahoga River. The skyline includes the Terminal Tower, the Cuyahoga County Courthouse, and the modern, cylindrical Tower City. A large, multi-arched bridge spans the river in the foreground. The text "SAVE THE DATE" is overlaid in large, white, sans-serif capital letters.

SAVE THE
DATE

JOIN US AT *RIVER RALLY 2019!*

June 21–24
Cleveland, Ohio

A scenic landscape photograph of a mountain valley. In the foreground, a small stream flows through a grassy field. In the background, snow-capped mountains rise under a blue sky with scattered white clouds. A semi-transparent teal rectangle is overlaid in the center of the image.

Thank you!

follervides@rivernetwork.org