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!
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
• 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?
“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

Stage II: Governing Board

Stage III: Institutional Board

Board passages: Three key stages in a nonprofit Board’s life cycle
(Karl Mathiasen)
“Help! I can’t do it all myself!”

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

“Do more and do it now!”
## WHO DOES WHAT?

<table>
<thead>
<tr>
<th>BOARD ROLES</th>
<th>STAFF ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting long-term direction</td>
<td>Daily operations &amp; program management</td>
</tr>
<tr>
<td>Providing financial oversight &amp; assessing overall impact</td>
<td>Keep board informed of progress and obstacles</td>
</tr>
<tr>
<td>Ensuring financial resources are secured</td>
<td>Implement policies set by the board</td>
</tr>
</tbody>
</table>
# Shared Leadership Grid

**Who is responsible right now?**

<table>
<thead>
<tr>
<th>Duties of Watershed Organizations</th>
<th>Board members</th>
<th>Mostly Board members</th>
<th>Equally shared</th>
<th>Mostly Staff</th>
<th>Staff</th>
<th>Who is the lead person or committee on this?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance</strong></td>
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<tr>
<td>• Recommend organization policies, procedures or actions</td>
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<tr>
<td>• Prepare Board meeting agendas &amp; minutes</td>
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<tr>
<td>• Facilitate Board meetings</td>
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<tr>
<td>• Initiate committee meetings</td>
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<tr>
<td>• Recruit and nominate new Board members</td>
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<tr>
<td>• Orient and train Board members</td>
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<tr>
<td><strong>Finance</strong></td>
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<tr>
<td>• Determine and monitor annual budget</td>
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<tr>
<td>• Fiscal management and reporting</td>
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</tbody>
</table>
BOARD’S ROLES

- Be an ambassador
- Set strategic direction
- Ensure strong governance
- Manage & support the E.D.
- Ensure financial stability & oversight
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
“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
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
• Effective board committees
• Evaluation of the entire board and as an individual board member
• Exit interviews
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
<table>
<thead>
<tr>
<th>Problem</th>
<th>Suggested Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board not engaged</td>
<td>Job descriptions, Orientation, Concrete deliverables, Clarity in mission statement, Evaluation and exit interviews</td>
</tr>
<tr>
<td>Confusion on roles</td>
<td>Committee description, Open communication, Mentor and defining expectations</td>
</tr>
<tr>
<td>Board member burned out</td>
<td>Succession plan, Term limits, Check in and rotation of roles, New development and recognition opportunities</td>
</tr>
<tr>
<td>Not enough or not the right</td>
<td>Board recruitment practices and grid, Succession planning, Stewardship and cultivation</td>
</tr>
<tr>
<td>Board members</td>
<td></td>
</tr>
</tbody>
</table>
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
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**

BEFORE YOU GO…

Thanks in advance for completing our evaluation survey!
JOIN US AT RIVER RALLY 2019!

June 21–24
Cleveland, Ohio
Thank you!

follervides@rivernetwork.org