Building a Strong Board of Directors

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Welcome!
Tell us about yourself.

- Name
- Organization
- City, state
- How you are linked to managing a Board
Workshop Focus

• Share strategies for building and maintaining a strong Board of Directors

• Discussion:
  - Finding
  - Keeping
  - Getting the most from your Board
What image comes to mind when you think of an *ideal Board* that you would want to guide you?
Nonprofit Board Responsibilities

- Determine mission and purpose
- Hire, support and evaluate the Chief Executive
- Ensure effective planning
- Monitor and strengthen programs and services
- Ensure adequate financial resources
- Protect assets and provide financial oversight
- Build a competent Board
- Ensure legal and ethical integrity
- Enhance public standing

Source: Ten Basic Responsibilities of Nonprofit Boards, BoardSource
Imagine & Inspire

Review & Renew

Found & Frame

Produce & Sustain

Ground & Grow

Organizational Life Stages

Source: The Five Life Stages of Nonprofit Organizations, Judith Sharken Simon
Board Life Stages

Source: Board Passages: Three Key Stages in a Nonprofit Board’s Life Cycle, Karl Mathiasen, III
Boards that Follow the Leader

Characteristics:
- Small
- Homogenous
- Informal
- Committed to organization’s purpose, not so much to workplans
- Share the leader’s vision
- Not very involved in fundraising
Boards that Lead the Organization

**Characteristics:**
- Small
- Homogenous
- Informal
- Sense of ownership of the organization, very willing to carry out workplans
- Founders believe they know what’s best, apprehensive about hiring staff
- Strong role in fundraising
### Governing Board

**Characteristics:**

- Board accepts responsibility for "traditional" board tasks
- Board is enlarged, diversified
- Committee structure allows some tasks to be delegated
- Staff may gain new responsibilities and decision-making power
Institutional Board

**Characteristics:**

- Focus on recruiting a large board which includes wealthy and influential people
- Serving on the Board is considered prestigious
- Board oversight responsibilities delegated to committees, including a strong executive committee
Journey Mapping

- We want to know where you are on this board journey. Once you have identified that for yourself, grab one of the sticky notes on your tables to write one thing that’s working for your board and one challenge and stick it to the place on the board journey route where you feel your board is currently.
## Finding Good Board Members

**Internally Focused**

- Establish Nominating Committee and a formal process for nominating new members
- Develop job description and informational packet
- Use skills/attributes matrix to identify who you are looking for
Finding Good Board Members

Externally Focused

- Scan other organizations’ annual reports
- Review colleagues’ recommendations
- Consider board matching services, e.g. volunteer.com, MAP for Nonprofits
Discussion

• Where are you at with your current Board?
• What type of new Board members are you looking for?
• What other ideas do you have for finding them?
• What additional information do you wish you had about this topic?
Keeping Good Board Members

• Develop a solid orientation process
• Establish a standing framework of activities for the Board year
• Ensure meaningful Committee work
• Conduct annual Board self-assessment, use results
• Recognize the Board’s work
Discussion

• What orientation processes have you used/been part of?
• How did those work for you?
• What additional strategies can you think of to keep good Board members?
• What additional information do you wish you had about this topic?
Getting the Most from Board Members

- Create and use purposeful meeting agendas
- Assure solid meeting facilitation
- Deliver timely, useful meeting notes
- Use Board meetings for group discussions
Discussion

• What additional strategies can you think of to get the most out of Board members?

• What additional information do you wish you had about this topic?
Revisit your *ideal Board*. Would you change anything based on what you have learned today?
Resources

- www.centerfornonprofitexcellence.org/resources/board-development
  - Sample Policies
  - By-laws checklist
  - ED evaluation tools
  - D&O Liability guide
  - Board Assessment tool
Thank you!

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