


Certificate of Nonprofit Board Education

Webinar 3: Creating a High Performing Board

BoardSource®

Your Consultant



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## About BoardSource

**VISION** a world where every social sector organization has the leadership it needs to fulfill its mission and advance the public good

**MISSION** to inspire and support excellence in nonprofit governance and board and staff leadership

### OUR GOALS

Deepen understanding and inspire action on critical sector issues

Educate leaders and support effective board service and governance

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## What You Will Learn



1. Gain insights on cultivating an effective board-staff partnership based on clearly defined roles and responsibilities
2. Develop realistic expectations for your board and staff to foster an open and constructive partnership between the chief executive and the board
3. Cultivate an appreciation for the role that diversity and inclusion play in strategic board recruitment and development
4. Demonstrate a working knowledge of the critical steps in the process of finding, recruiting, orienting and engaging board members

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## Agenda

- I. Board/Staff Partnership
- II. Diversity & Inclusion
- III. Strategic Board Building

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## Poll # 1

**Our organization has the right people to effectively oversee and govern the organization.**



**Choices:**

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree

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## I. Board/Staff Partnership



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## Constructive Partnership



It's about balance

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## What Should the Board Expect from the Chief Executive?

### Expectations

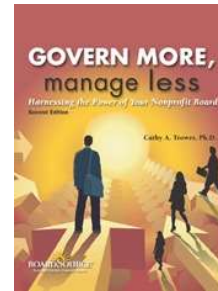
- Liaison between board and staff
- Positive attitude about the partnership
- Identification of issues for board attention
- Strategic information provided
- Recommendations for action before the meeting
- No surprises! Accept accountability

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## What Should the Chief Executive Expect from the Board?

### To govern more and manage less:

- Timely and clear decisions
- Informed and prepared directors
- Mutual accountability
- No micromanaging
- A board that speaks with one voice



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## Consider...

When or how does board/staff communication most often fail?

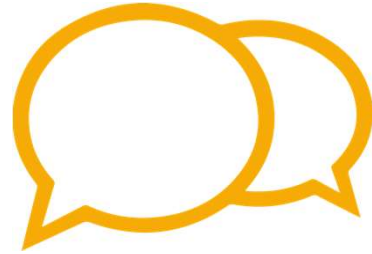
When is communication most often effective?

What might be helpful for the other party to know to promote effective communication?

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## Chat: Your Turn

- Questions?
- Comments?



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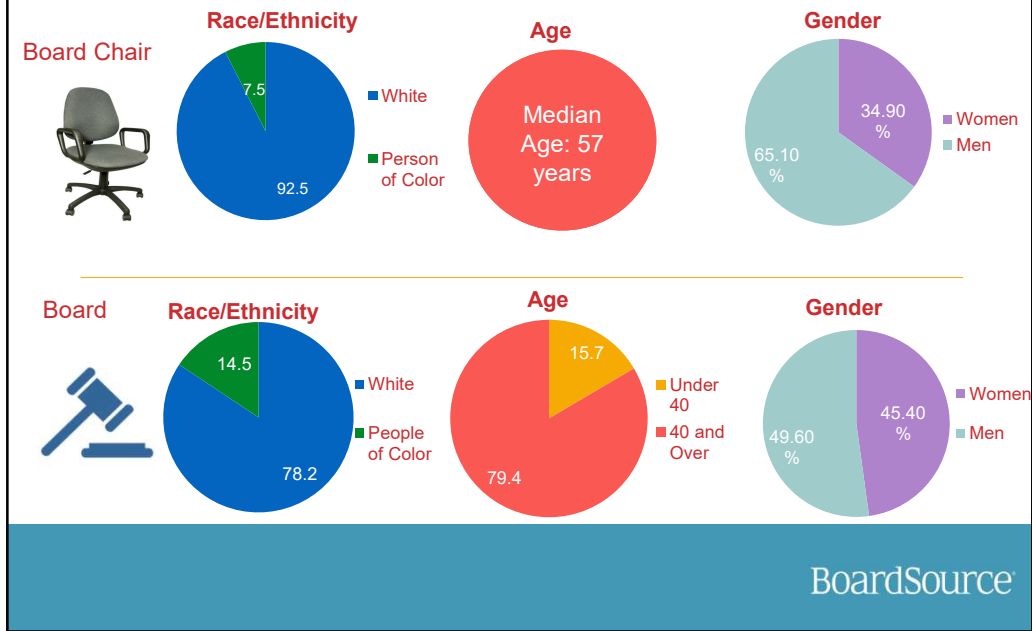
## II. Diversity and Inclusion

- Nonprofit Board Diversity  
Statistics
- Diversity vs. Inclusion
- Action Steps



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## Board Composition: 2016 LWI



## Why Diversity and Inclusion Matter

- Diverse organizations are more likely to attract more diverse donors.
- Heterogeneity promotes creativity and innovation.
- Best boards harness a variety of skills, perspectives, backgrounds and resources to meet challenges.



## Challenges of Diversity

“...diversity leads to more innovation, more outside-the-box thinking and better governance... To unlock the benefits...boards must learn to work with colleagues who were selected not because they fit in—but because they don’t.”

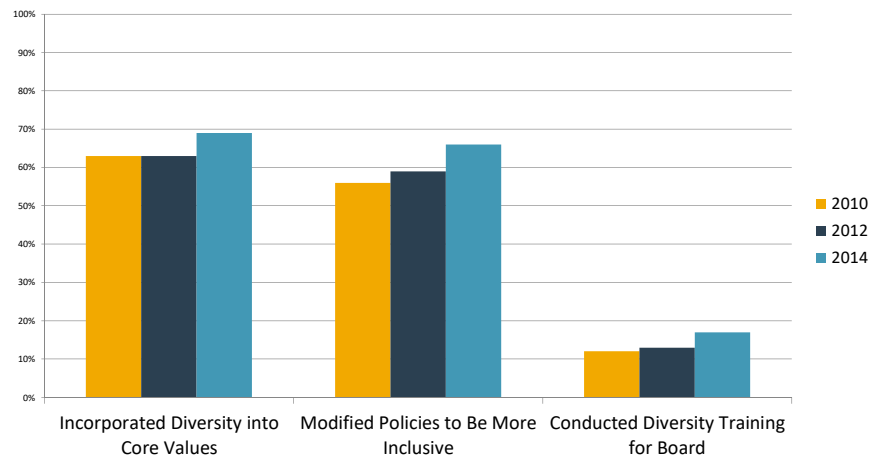
—Excerpt from “Why Diversity Can Backfire on Company Boards”

Jean-Francois Manzoni, Paul Strebil, and Jean-Louis Barsoux

Wall Street Journal (January 25, 2010)

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## Diversity & Inclusive Practices



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## Action Steps



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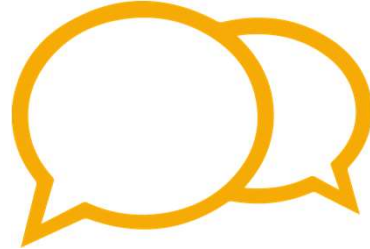
## Everyone has a Role



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## Chat: Your Turn

- Questions?
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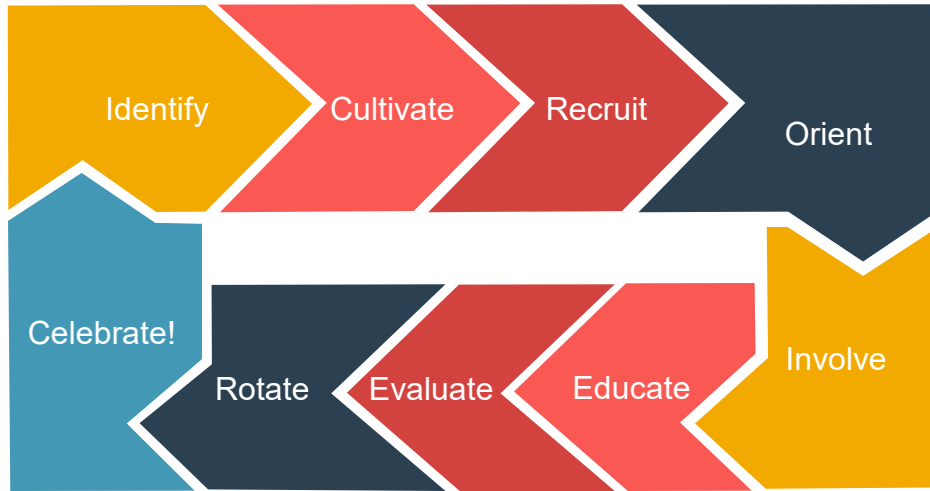
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## II. Strategic Board Building



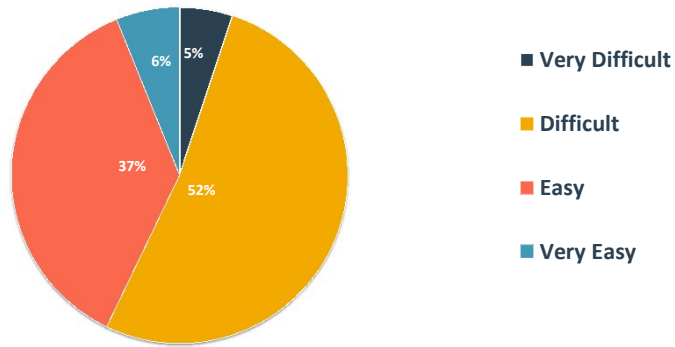
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## The Board Building Cycle



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## Recruiting New Board Members



Source: 2014 BoardSource Nonprofit Governance Index

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## Step 1: Assess Board Needs

	Current Members						Prospective Members					
	1	2	3	4	5	6	A	B	C	D	E	F
<b>Age</b>												
19-34												
35-50												
51+												
<b>Race/Ethnicity/Disability</b>												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
<b>Community Connections</b>												
Religious organizations												
Corporate												
Media												
Political												
<b>Areas of Expertise</b>												
Financial												
Fundraising												
Marketing												
Program focus												

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## Step 2: Cultivate Potential Board Prospects

### What methods do you employ?

Choices:

1. Ask colleagues, community members, professors, funders and board members for recommendations
2. Publicly post board openings
3. Invite non-board members to serve on committees
4. Use board matching programs

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## Step 3: Recruit Prospects

- Describe why prospect is wanted
- Share expectations
- Don't minimize requirements:
  - time commitment
  - length of term
  - meeting dates
  - giving/fundraising
- Review the job description
- Invite questions, elicit interest, and ask if they are prepared to serve

### How Chief Executives Help Recruit Prospects:

- Spot talent
- Develop relationship with board and chair
- Share strategic objectives and board action needed

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## Step 4: Orient New Members

### To the organization:

- History
- Programs
- Pressing issues
- Finances
- Facilities
- Structure (organization chart)

### To the board:

- Committee structure
- Board member responsibilities
- List of board members and key staff
- Bylaws
- Recent minutes

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## Step 5: Involve

Learn about  
board  
member  
interests and  
availability

Assign a  
committee or  
taskforce

Have a  
buddy/mentor  
system

Solicit  
feedback

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## Step 6: Educate

- Board retreats
- Mission moments at board meetings
- Presentations on best practices:  
community/mission area,  
stakeholders, or nonprofit sector
- Allow for discussions of the  
implications
- Don't hide difficulties



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## Step 7: Evaluate the Board

*“Even if you are on the right track, you’ll get run over if you just sit there.”*

-- Will Rogers (1879 – 1946)  
American actor and comedian



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## Step 8: Rotate

- Establish term limits, and enforce them!
- Consider resignation of members who are not active
- Elect officers on skills, not expectation or tenure

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## Step 9: Celebrate Board Members

- Celebrate accomplishments & individual contributions – to the board, the organization, and the community



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## Resources

### BoardSource Publications

#### Diversity & Inclusion

- [Vital Voices: Lessons Learned from Board Members of Color](#) By: Vernetta L. Walker, Deborah J. Davidson
- [Diversity in Action E-Toolkit](#)

#### Board Building

- [The Board Building Cycle, Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members](#) By: Berit M. Lakey Ph. D.
- [The Governance Committee](#) By: Berit M. Lakey Ph. D., Sandra R. Hughes Ph.D., Outi Flynn
- [Building the Governance Partnership: The Chief Executive's Guide to Getting the Best from the Board](#) By: Kathleen A. McGinnis, Sherrill K. Williams

### BoardSource Topic Papers

#### Diversity and Inclusion

- [Benefiting from Diversity](#)
- [Bridging the Generational Gap](#)
- [Beyond Political Correctness: Building A Diverse Board](#)
- [Board, Chief Executive Play Critical Roles in Creating Diverse a Board](#)
- [How can we promote diversity while avoiding tokenism?](#)
- [Perspectives on Nonprofit Board Diversity](#)

#### Board Development

- [Creating a Board Development Plan](#)
- [How can we finance our board development activities?](#)
- [Do you know where your organization is in its lifecycle?](#)
- [Constructing a Partnership](#)
- [Forging a Partnership](#)

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# See you next week!



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