Governance

- What does “govern” mean?
- Govern derives from a Greek word meaning “to steer a ship.”

John Carver, writes, “Governance is not about budget lines, personnel issues and field trip approvals. It is about values and vision and strategic leadership.”

Governance Structure

- Board of Directors
- Executive Director
- Support Staff
- Volunteers
Where is your board?

- Organizing
  - Follow a leader/founder
  - Lead or control an organization
  - Small in size
  - Responsible for planning, oversight and general accountability
  - Committees are used and organized

- Governing
  - Large with movers and shakers
  - Governance delegated to Exec Committee

- Institutional

Continuous Improvement Framework

Poll Question:
1. What is the status of your organization’s Board of Directors?
   a. I do not have a Board (yet).
   b. My Board is an “Organizing” Board.
   c. My Board is a “Governing” Board.
   d. My Board is a “Historical” Board.
Key Functions

- Strategic
- Legal
- Financial
- Supervisory

Board Member Roles

See handout. What are your “Wish and Wonder” about this list of roles?

Govern Not Manage

- The Board’s role is to provide oversight and guidance.
- The Board’s role is not to manage the organization.
  - Good Example: The Board reviews results from recent evaluation and determines that the program needs to be modified or restructured and recommends that the Executive Director develop a plan.
  - Bad Example: Three or four members of the Board meet with staff to revise the curriculum and work on developing lesson plans.
  - The Board should focus on the “ends” and let staff handle the “means”.

Financial Legal Supervisory

- Executive: Of management efficiency and program effectiveness
- Organizer: Of community coalitions to assist organizations
- Employer: Of the personnel of the organization
- Motivator: Of the staff and volunteers
- Fundraiser: To ensure that all necessary funds are available
- Catalyst: For long-term organizational change
- Promoter: Of the total organization as well as its activities
- Sponsor: Of the organization’s programs and services
- Protector: Of the public interest in exchange for tax-exempt status
- Advocate: For issues or positions which may affect the organization or its constituents
- Adviser: To the Executive Director on issues
Educate Your Board

- Your organization and industry
  - Some key facts, terminology, "who’s who" sheet
- Expectations for joining the board
- Roles and responsibilities
How to Educate Your Board?

1. Recruitment Process
2. Orientation Process
3. Ongoing Professional Development

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Recruiting Your Board

Clear Recruitment Plan and Process:

✓ Know what you need/want in board composition
✓ Have a protocol in place to nominate/recruit potential board members
✓ Have a process to interview prospective board members
✓ Invite to on-site walk through and observation of program

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Orientation Process

How do you orient your new Board members?

• Formal meeting
• Structured packet of information about organization and Board
• Check-ins
Ongoing Training

How are you providing ongoing development for your board?
✓ Send them to trainings for board members
✓ Bring in a consultant to facilitate training/retreat
✓ Read a book/article as a board and discuss – “Board Book Club”

Poll Question:
2. What processes do you have in place to support your board member’s education? Select all that apply.
   a. Recruitment process
   b. Orientation process
   c. Ongoing professional development

Governing Board

Educate Equip Engage

What are resources, tools and systems to equip your board?
Equip Your Board

✓ Bylaws
✓ Board Handbook
✓ Board Job Descriptions
✓ Communication Structure

Bylaws
- Framework for organizational structure
- Guidelines for the board
- Reviewed annually

Board Handbook
- Operationalize the work
- Resource guide for board
- "Living document"
- Electronic or paper version

Board Member Job Description:
✓ Articulates expectations (like a paid position)
✓ Time commitment – expectations for meeting attendance
✓ “Give or Get” expectation
✓ Participation in other organization engagements
Poll Question:
3. Do you have a job description for your Board of Directors?
   a. Yes
   b. No
   c. Don’t know

Equip Your Board
Communication Structure
- Clarity and consistency on communication process and systems
- When and how information is shared
- Online file folders/system?
- Contact information for fellow board members
- Primary point of contact

How do you get buy in and commitment from the board?
Engage Your Board

- Alignment of time, talent, and treasure
- Annual, individual check-ins
- Board self-assessment

1. What are the different ways a Board member engages with the organization in their role and capacity?
2. What are some “Wow’s and Wonder’s”?

1:1 Board Member Check-Ins

How do you individually engage with each board member?
- E.D. and Board President meet individually with each board member.
- Review/reflect on past year
- Plan and commit for upcoming year
  - Board engagement
  - Committee commitment
  - Financial commitment
Board Self-Assessment

- Comprehensive check-in with the full board!
- Identify areas to strengthen

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<tr>
<th>Item</th>
<th>Indicator</th>
<th>Met</th>
<th>N/A</th>
<th>Work</th>
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<tbody>
<tr>
<td>1</td>
<td>Board Selection and Composition</td>
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<td>2</td>
<td>The Board's nominating process reserves that the Board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, industries and roles and or expertise.</td>
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<td>3</td>
<td>There is a limit to the number of consecutive terms and Board members can serve (at life)</td>
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<td>4</td>
<td>There is a balance of new and experienced board members to guarantee both continuity and new thinking</td>
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<td>5</td>
<td>The board is composed of persons vital</td>
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Poll Question:
4. How do you engage your board members? Select all that apply.
   a. Clear expectations for involvement with organization.
   b. 1:1 Meetings
   c. Board Self-Assessment

Governing Board

Educate  Equip  Engage
Conclusion

Additional resources on our website!

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Presented by Transform Consulting Group