**SAMPLE ONLY**

(not prescriptive for your organization)

**Quarterly Board Meeting: Agenda & Recommendations**(Standard Template)

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**Note:** This template was originally presented by John Pearson for a CLA Tele-Seminar,
“6 Best Practices for More Effective Boards,” on March 27, 2009, hosted by Christian Leadership Alliance. (Revised 2016)

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Quarterly Board Meeting – Standard Template

Key Elements of an Effective Board Meeting:

* Agenda, reports and recommendations arrive 7 to 10 days in advance of the meeting\*
* Every meeting is important because the advance agenda and written recommendations signal this—and unexcused absences are rare
* There is a balance of: relational and inspirational; good news and bad news; due diligence and faith-stretching; action and policy; focus on the current year but also the BHAG and the 3-year rolling strategic plan; and never staff or volunteer work!
* Board chair and CEO lead the board in leveraging the 3 Powerful S’s: Strengths, Social styles and Spiritual gifts!
	+ Strengths (see The Team Bucket)
	+ Social Styles (see The People Bucket)
	+ Spiritual Gifts (provide a spiritual gifts assessment tool; read *What You Do Best in the Body of Christ*, or *Discover Your Spiritual Gifts*)

Why you should include the latest version of your Board Policies Manual (BPM) in the binder for every meeting:

|  |  |
| --- | --- |
|  | ***Boards That Make a Difference: A New Design for Leadership in Nonprofit Organizations,*** by John CarverAccording to Policy Governance Guru John Carver, “Governing by policy means governing out of policy in the sense that no board activity takes place without reference to policies. Most resolutions in board meetings will be motions to amend the policy structure in some way. **Consequently, policy development is not an occasional board chore but its chief occupation**.”<http://urgentink.typepad.com/my_weblog/2011/08/boards-that-make-a-difference.html> |

***QUARTERLY BOARD MEETING:***

***3-RING BINDER TABLE OF CONTENTS***

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| **2) President/CEO’s Report*** CEO Annual S.M.A.R.T. Goals and Monthly Dashboard Report
 | **2** |
| **3) Minutes** | **3** |
| **4) Financial Reports** | **4** |
| **5) Strategic Plan 2016 – 2018*** Executive Summary
* Strategic Plan Placemat
 | **5** |
| **6) Budget: FY2016*** Jan. 1 – Dec. 31, 2016
 | **6** |
| **7) President/CEO’s Employment Agreement**  | **7** |
| **8) Board of Directors:**  Roster, Classes, Terms, Officers, Committees and Board Meeting Calendar | **8** |
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 | **9** |
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**QUARTERLY BOARD MEETING**

**Agenda and Recommendations**

Note: Reports and materials not included in this advance binder will be
distributed at the meeting (or via email in advance of the meeting).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Time****Estimate** | **Action** **Requested** 🗹 Inform 🗹 Accept 🗹 Approve | **Name** | **T****A****B** | **Topic** |
| 8:00 a.m. |  |  |  | ***Arrive early for coffee and goodies!*** |
| 9:00 a.m. |  | Chair |  | **A. Call to Order** |
| 9:05 a.m. |  | Chair |  | **B. Roll Call & Welcome to Board Members and Guests:*** Guest: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Guest: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
 |
| 9:06 p.m. |  |  |  | **C. Opening Prayer** |
| 9:10 a.m. | ❑ Approve | Sec. | 3 | **D. Minutes of the Last Meeting** (date\_\_\_, 2016)* [Or…consider a “Consent Agenda]
 |
| 9:15 a.m. |  | Chair |  | **E. Personal Updates** (Board and Guests) & Prayer |
| 9:45 a.m. |  | Gov.Chair |  | **F. Ten Minutes for Governance*** Discuss in teams of two’s: “ECFA Board Member Self-Assessment” (20 questions) from *ECFA 3rd Annual NP Governance Survey* (p.60)
 |
| 9:55 a.m. |  |  |  | **BREAK** |
| 10:10 a.m. | **DISCERN!** | Chair | 5 | **G. “Heavy Lifting” for This Meeting: Our Assumptions About the Next Three Years (3 Teams)*** Pre-reading: *Rumsfeld’s Rules: Leadership Lessons in Business, Politics, War, and Life*, by Donald Rumsfeld (see the chapter on assumptions)\*
* See Strategic Plan document, “Assumptions—Draft 2.0” on pages 11-12.
 |
| 12:00 p.m. |  |  | 5 | **WORKING LUNCH (3 teams)** |
| 1:00 p.m. | ❑ Accept | CEO | 2 | **H. CEO’s Report and Q&A** |
| 1:25 p.m. | ❑ Accept | Treas. | 4 | **I. Financial Reports:** * Jan. 1 – July 31, 2016 (7-Month Report)
* See Financial Dashboards on the Board Portal
 |
| 1:35 p.m. | ❑ Inform | Chair | 1 | **J. Committee Reports** * Executive Committee (\_\_\_\_\_\_, *Chair*)
* Governance Committee (\_\_\_\_\_\_, *Chair*)
* Finance & Audit Committee (\_\_\_\_\_\_, *Chair*)
 |
| 2:00 p.m. |  |  |  | **BREAK** |
| 2:15 p.m. | ❑ Approve | Comm.Chairs | 1 | **K. Recommendations** (see attached pages) |
| 3:00 p.m. |  | Chair | 1 | **L. Executive Session** (without CEO, staff, or guests)* Executive Session
* Board Meeting resumes with Executive Session summary to CEO (and time for Q&A)
 |
| 3:30 p.m. |  | Chair |  | **M. New Business** |
| 4:00 p.m. |  | Chair |  | **N. Closing Prayer and Adjournment** |

|  |  |
| --- | --- |
|  | \****Rumsfeld’s Rules: Leadership Lessons in Business, Politics, War, and Life***by Donald RumsfeldRumsfeld recommends four steps in strategic planning:  Step 1: Set the Goals **Step 2: Identify Your Key Assumptions** Step 3: Determine the Best Course of Action Step 4: Monitor Progress Through Metrics<http://urgentink.typepad.com/my_weblog/2013/05/rumsfelds-rules.html>  |

**Recommendations**

**A. FINANCIAL**

\_\_\_\_\_ **Recommendation #2016-20. Financial Report.** That the board accept the unaudited financial reports for (see Tab 4):

* January 1 - July 31, 2016 (7 months)

**B. BOARD GOVERNANCE**

\_\_\_\_\_ **Recommendation #2016-21. Minutes.** That the board approve the minutes of the following meetings and board actions:

* May 22, 2016 – Board Meeting minutes (see Tab 3)
* July 31, 2016 - Email Ballot on XYZ Contract (see Tab 3)

“Placeholder” recommendation for future use:

\_\_\_\_\_ **Recommendation #2016-\_\_\_\_. Board Member Candidates.** That the board invite the following people to join the Board of Directors:

Class of 2017 to 2019:

1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**C. PRESIDENT/CEO**

\_\_\_\_\_ **Recommendation #2016-23. President/CEO’s Annual Performance Assessment.**

That the board approve the following format and structure for the President/CEO’s Annual Performance Assessment.

* November 3, 2016 Online Survey sent to the board, CEO and his direct reports
* November 14, 2016 Survey deadline
* November 20, 2016 (At Board Meeting) - Review of surveys and review of results and next steps agreed upon by Board and CEO

\_\_\_\_\_ **Recommendation #2016-24. President/CEO’s Annual Employment Agreement.** That the CEO’s Employment Agreement (Draft #\_\_\_\_\_\_\_\_, July 1, 2016) be approved for the period of \_\_\_\_\_\_\_\_\_\_ to \_\_\_\_\_\_\_\_\_\_\_\_, 2017.

**D. STRATEGIC PLAN/ANNUAL PLAN & PROGRAMS/PRODUCTS/SERVICES**

\_\_\_\_\_ **Recommendation #2016-25. 2017-2019 Rolling 3-Year Strategic Plan.** That the board approve the latest edits on the 2017-2019 Strategic Plan (See Tab 5), including:

* Executive Summary (Tab 5)
* Strategic Plan Placemat: Version 4.0 (Tab 5)

**E. NEW BUSINESS/RECOMMENDATIONS**

\_\_\_\_\_ **Recommendation #2016-\_\_\_\_\_.**

\_\_\_\_\_ **Recommendation #2016-\_\_\_\_\_.**

\_\_\_\_\_ **Recommendation #2016-\_\_\_\_\_.**

**2016 Board Meeting Schedule** (Draft 1 as of Jan. 15, 2016)

|  |  |  |  |
| --- | --- | --- | --- |
| **Year 2016** | **Day/Time** | **Location** | **Agenda** |
| Feb 12 | Thursday 10:00 a.m. PST | Telephone Conference Call | * Review FY2015 financial reports
* Quarterly Update Call
 |
| May 21 | Thursday 4:00 p.m. toFriday 4:00 p.m. | Annual Board RetreatABC Conference Center, Phoenix, AZ | * 2017-2019 Strategic Plan brainstorming
* Board Governance update
* Nominating Committee Report
* Financial Reports (4 months)
* President’s Standards of Performance – Review
* Board Meeting Schedule approval
 |
| August 20 | Thursday 10:00 a.m. PST | Telephone Conference Call | * Review 7-month financial reports
* Quarterly Update Call
 |
| Nov. 12 | Thursday 8:30 a.m. – 4:30 p.m.Optional Dinner with spouses at 6:00 p.m. | Chicago | * Welcome to New Board Members
* Financial Reports (10 months)
* 2017 Annual Plan, Calendar, Leading Indicators and President’s 2017 S.M.A.R.T. Goals
* 2017 Budget
* Plans for President’s Performance Review (based on 2016 S.M.A.R.T. Goals)
* Board Governance Committee Report
* Appointment of Auditor
 |

**2017 Board Meeting Schedule** (Draft 1 as of \_\_\_\_\_, 2016)

|  |  |  |  |
| --- | --- | --- | --- |
| **Year 2017** | **Day/Time** | **Location** | **Agenda** |
|  |  |  |  |
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