



LEADERSHIP *&* DEVELOPMENT

Summary



Recognizing the important role that boards play in the overall health of nonprofit organizations, Staff is proposing three potential program models.

Enrichment Programs - Philosophy Statement

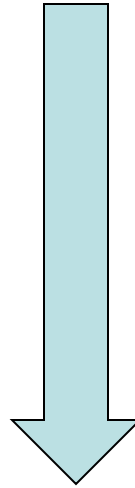


The Trust's Enrichment Initiatives seek to nurture and strengthen sectors of particular interest to the Trust by

- addressing difficult and persistent issues,
- enhancing the quality and capacity of individual organizations, and
- improving the abilities and skills of those who are in positions of organizational leadership.

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Foundation to Great Organizations

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We continue to learn and receive feedback on boards through:

- Discussions quarterly about boards effectiveness in grants review process
- Trustees and staff experiences and interactions w/ boards
- Nonprofit support organizations identifying this issue: ECFA, PNW, The Foraker Group (Alaska), Non-profit Support Organizations, etc.
- Experience and interaction in capacity-building events

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We have come to see that at least four characteristics must be present for boards to be effective:

Be Engaged – Know the mission and programs

Be Effective – Know best practices of boards

Sustain and Nurture – By bringing resources and support to do the work

Be Good Stewards – Know how to care for the mission and leaders of the organization

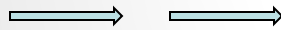
Boards are Critical:

engaged, effective, sustaining, stewarding

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Board development efforts that promote best practices are most effective when they are:

Training Program “DNA” of Effective Board Education



1. **Mission-centered** – Mission, mission, mission
2. **Engagement approach** – Encourage all members to bring their best to the work
3. **Customized coaching** – Someone who understands the organization and the practices of best boards
4. **Practical education** – Informed by well thought out organization, but very practical and applied next steps
5. **Sustainability** – Recommend practices that can be sustained as board members change
6. **Duration and accountability** – Measure, feedback and improvement indicators

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Program Deliverables



1. Vision/strategic plan
2. Short, clear policy notebook
3. Recruitment/orientation program
4. Process for self-assessment

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Outcomes → → → → Healthy executive director, executive leadership team, healthy board, healthy board chair/CEO relationship

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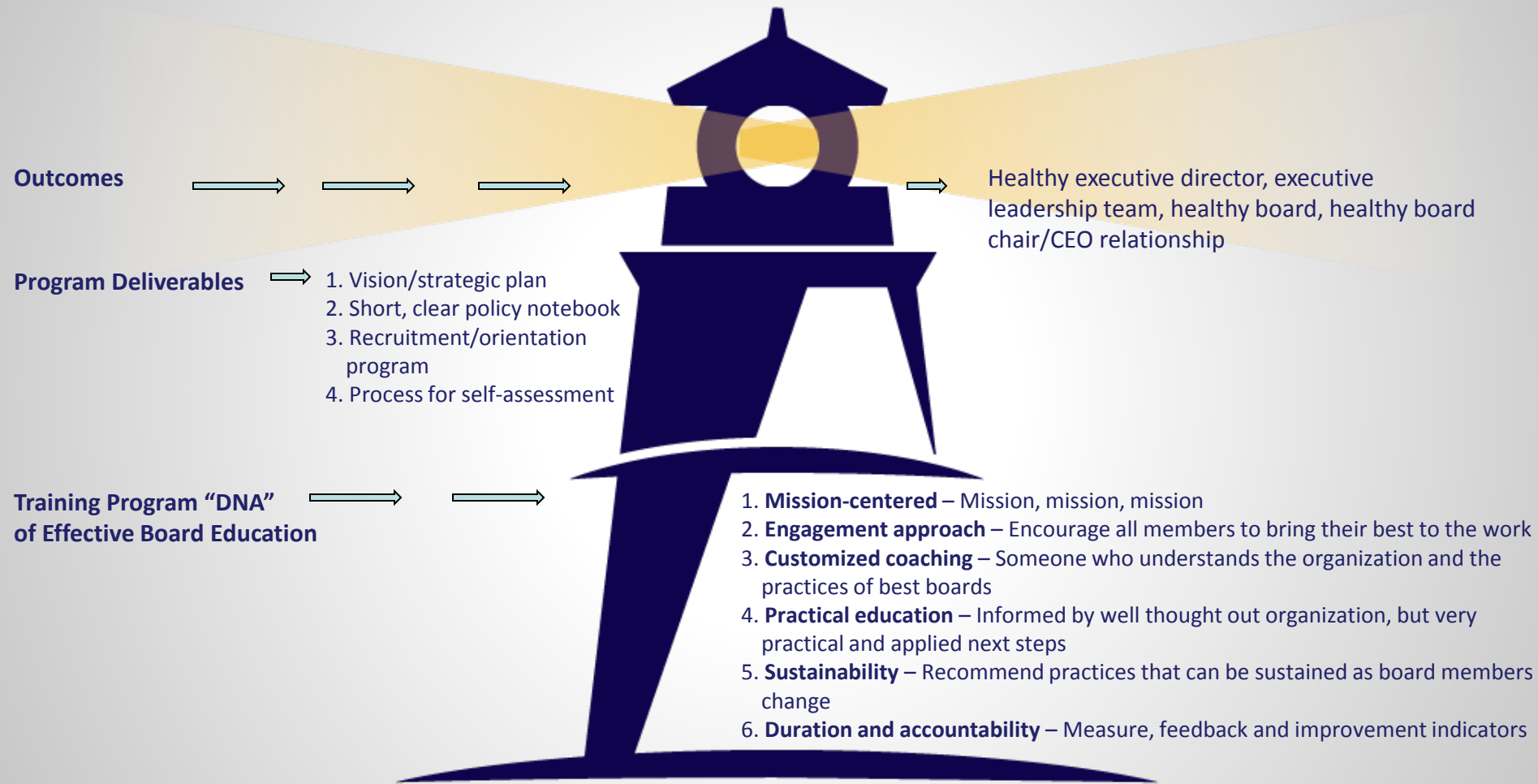
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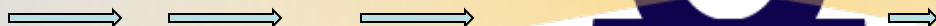
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Govern: from

Latin *gubernāre* to steer

(a vessel), hence to direct,

rule, govern,

Greek *κυβερνᾶν* to steer,

to guide, to navigate.

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Strong non-profit organizations become most effective when organizational leadership (Boards & Leadership) steward the mission and navigate the organization to serve those it seeks to serve.

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