

# Board Leadership & Development Program 2021

Resource Book  
May 3-4 & June 7-8, 2021

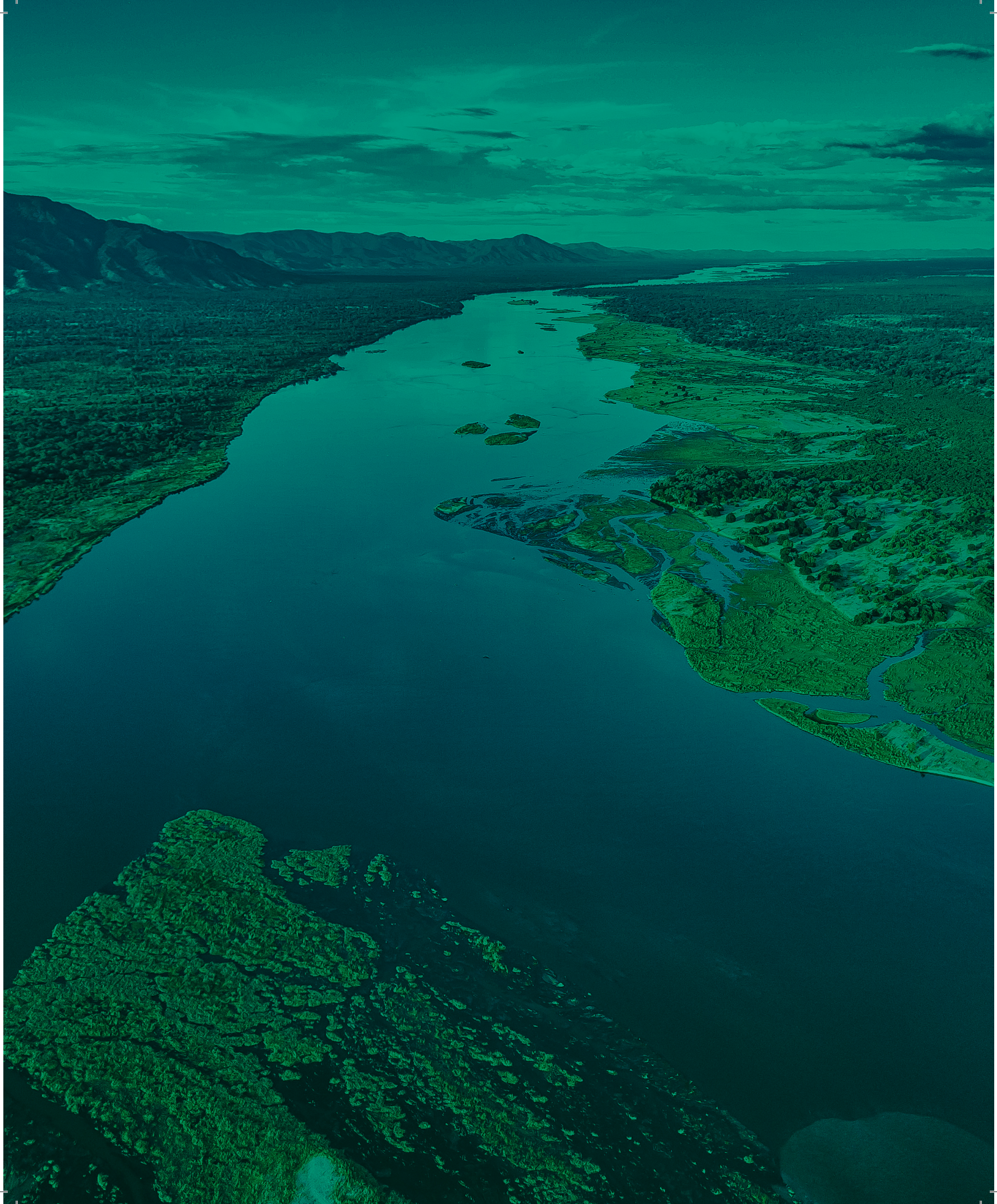


Board Leadership  
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A MURDOCK TRUST PROGRAM

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# Board Leadership & Development Program 2021

An enrichment initiative of the M.J. Murdock Charitable Trust

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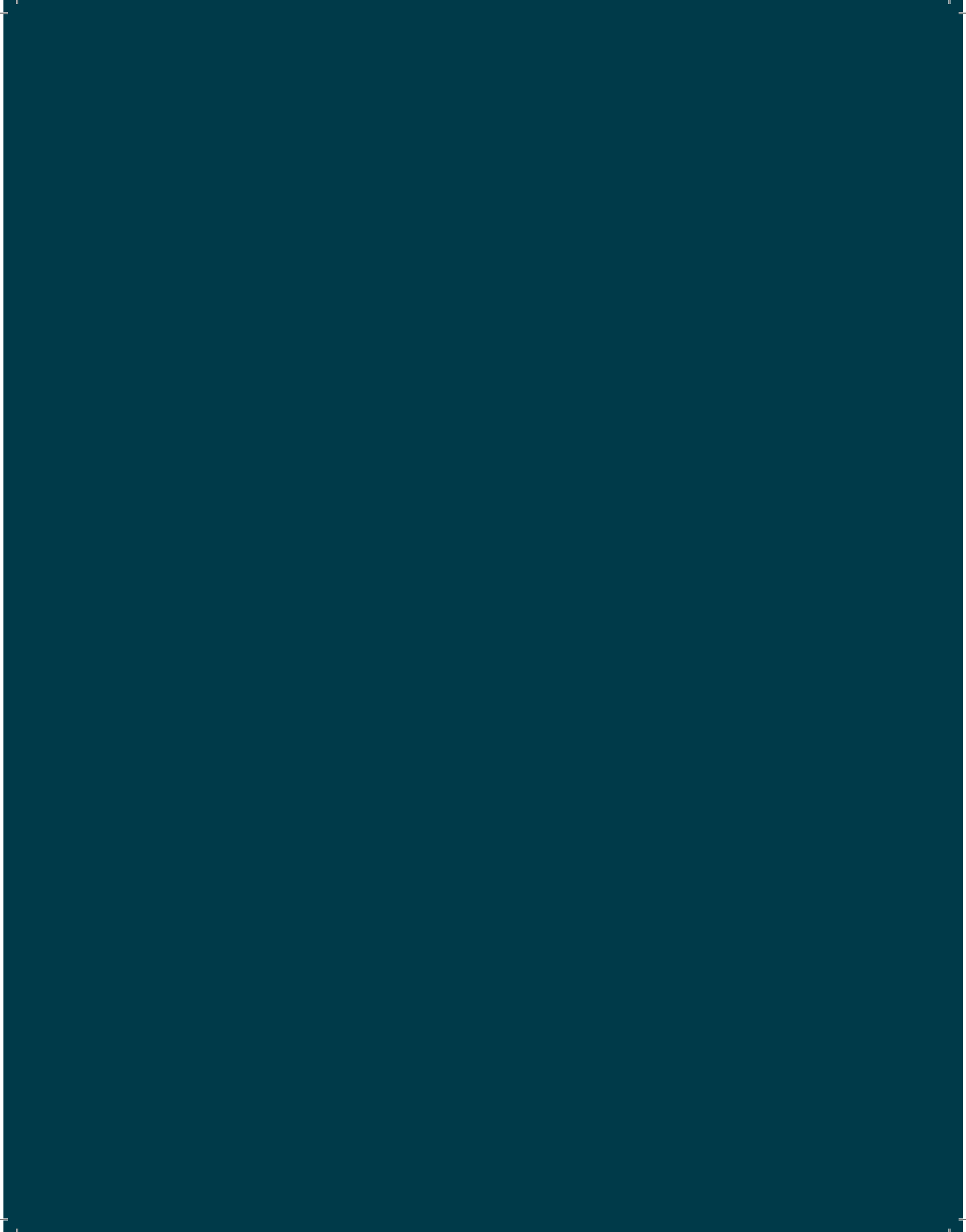
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## Top Five Strategic Next Steps

Organization Name:

POINT PERSON	STRATEGIC NEXT STEPS	DEADLINE	COMPLETED DATE	COMPLETED DATE (Y/N)
	1.			
	2.			
	3.			
	4.			
	5.			





# Setting the Stage

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Four Characteristics of a High  
Performing Board & Seven Keys  
for an Effective Board Meeting



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## A High Performing Board...

1. Agrees on the governance model and philosophy (Effective Governance Practices)



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# A High Performing Board...

- 2. Defines and maintains a healthy, mission-centered board culture (Healthy Board Culture)





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## A High Performing Board...

3. Commits to deep understanding of the organization and its context/marketplace (Sustainable Organizational Framework)



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## A High Performing Board...

4. Holds the long view in mind (Dynamic Strategic Plan)



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## Seven Keys for an Effective Board Meeting

1. Preparation
2. Agenda, agenda, agenda
3. Establish focus at the start
4. Stick to the plan
5. Documentation
6. Executive sessions
7. Evaluation



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# Governance 101

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The Primary Work of the Board on Behalf of  
the Organization



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## Ten Primary Responsibilities of the Board

1. Determine the mission and ensure it remains the focus of the organization’s operations
2. Select the executive director
3. Support and evaluate the executive director
4. Ensure effective planning
5. Monitor and strengthen curricula and programs



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## Ten Primary Responsibilities of the Board

6. Ensure adequate financial resources, including defining the board's role in fundraising
7. Protect assets and provide financial oversight
8. Build a healthy board, incorporating cultural competency
9. Ensure legal and ethical integrity
10. Enhance the organization's public standing

*Adapted from Board Source: Ten Basic Responsibilities of nonprofit boards by Richard T. Ingram*



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## The 3 hats of a board member



### ☑ GOVERNANCE HAT

All board members wear their *governance hats* at board meetings. Here we govern together with due diligence resulting in “one voice” decisions that steward the direction of the organization. The Governance hat has authority and is only used when the board is in session.

### ☑ VOLUNTEER HAT

Volunteering is optional. If a board member’s reason for serving on the board is to expand their current or future volunteer role, they may be more fulfilled giving time and energy to that volunteer role rather than serving on our board.

When board members wear a *volunteer hat*, they must leave their governance hat in the boardroom. We know they will not power-up as board members when they’re volunteering, and they will respect the volunteer lines of authority by working with the appropriate staff or volunteer supervisor. And we trust they will refrain from bringing volunteer issues into board meetings so other board members won’t be tempted to micromanage staff matters and neglect board functions.

### ☑ PARTICIPANT HAT

The *participant hat* includes expected attendance at events. While participants may be introduced as a member of the board, these events are not board meetings so it is inappropriate for them to wear their governance hat at these events. We may ask board members for help at an event, during which time they may be called to also wear their *volunteer hat*.

ASSESSMENT

**WORKSHEET: WHAT HAT ARE YOU WEARING WHEN...**

Check one box per row.

<b>BOARD MEMBER HATS:</b>	<b>GOVERNANCE HAT</b>	<b>VOLUNTEER HAT</b>	<b>PARTICIPANT HAT</b>
1. "It's important that we have several board members present when our graduates receive their diplomas next week."			
2. "All in favor say 'aye.'"			
3. "As you know, every board member and spouse must host a table at our annual fundraising dinner—and invite eight guests."			
4. "The staff needs some accounting help to close the year-end books."			
5. "The Audit & Finance Committee will meet with the auditor on July 15."			
6. "Frankly, my staff can't understand why more board members don't show up at our workdays and walk-a-thons. They don't think board members support the organization—nor have any idea what's going on."			
7. "Fred, it sounds like you have passion in that area. As chairman, I'm asking you to chair a task force to pick the colors and carpeting for our new office remodel."			
8. "Due to our CEO's accident, he needs help on draft #2 of the strategic plan. Any takers?"			
9. "Founder's Day is next Thursday. All board members are expected to come. We'll also have a quick business meeting."			

# Shared Commitments of Board Members

- › Annual Affirmation Statement
- › Creating alignment, agreement, and commitment



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**TOOL: THE BOARD MEMBER ANNUAL AFFIRMATION STATEMENT**

**SAMPLE ONLY** - not prescriptive for your organization

# Board Member Annual Affirmation Statement

Understanding the 3 Board Hats: Governance ▶ Volunteer ▶ Participant ▶

**HOW TO USE THIS DOCUMENT:**

Begin by asking your board members to answer three questions:

**HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THESE STATEMENTS?**

1 – STRONGLY DISAGREE 2 – DISAGREE 3 – NEITHER AGREE NOR DISAGREE 4 – AGREE 5 – STRONGLY AGREE

**HOW EFFECTIVE IS OUR BOARD AT ESTABLISHING WRITTEN CRITERIA AND QUALIFICATIONS FOR BOARD MEMBERS?**

**CIRCLE YOUR ANSWER**

We have a “Board Member Annual Affirmation Statement” (or similar document) that summarizes the roles and responsibilities of board members, including future board meeting dates—and the board member’s affirmation that he or she will be in attendance.

1 2 3 4 5

With crystal clarity, we explain the three distinct hats of board service:

- The Governance Hat
- The Volunteer Hat
- The Participant Hat

1 2 3 4 5

We are also crystal clear about a board member’s charitable giving expectations (if any).

1 2 3 4 5

Use this template to create your own “Board Member Annual Affirmation Statement” so current board members, and board prospects, understand—with crystal clarity—their roles and responsibilities.

# Board Member Annual Affirmation Statement

(adapted from ECFA Tools and Templates.)

## APPROVED BY THE BOARD ON (DATE)

**OUR GOVERNANCE VISION.** It is our expectation and hope that members of the board of XYZ Organization sense a deep commitment to their roles and responsibilities—and have a vision for the potential of serving others—that they will give the highest priority to using their charitable time and resources during their three-year term, as outlined in the Board Policies Manual.

## ROLES & RESPONSIBILITIES OF BOARD MEMBERS

The full description of board member roles is listed in our Board Policies Manual. In summary, we desire to make mission-oriented discerning governance and policy decisions in these key areas:

1. People: We are accountable for hiring, inspiring, guiding, evaluating, and supporting the CEO.
2. Policies: We focus on governance, as defined in the Board Policies Manual, and our stewarding and accountability process in the areas of promise, mission, vision, values, future direction strategy.
3. Strategy: We affirm the statement that “there is nothing more important for a CEO than having the right strategy and right choice of goals, and for the board, the right strategy is second only to having the right CEO,” Ram Charan, *Owning Up: The 14 Questions Every Board Member Needs to Ask*. The board will own the strategy, but not necessarily create it.
4. Due Diligence: We take our fiduciary and legal responsibilities seriously, and will ensure compliance with legal, financial, and government requirements.
5. Giving: We invite discerning and qualified people to serve on the board who have already demonstrated generosity in time and resources to the organization

## THIS DOCUMENT WILL BE USED TWO WAYS:

1. Board members will review the Annual Affirmation Statement and affirm their commitment to XYZ Organization.
2. Prospective board members will review the Annual Affirmation Statement in advance of their commitment to serve and upon their election.

Your Name: \_\_\_\_\_

# XYZ Organization

## BOARD MEMBER ANNUAL AFFIRMATION STATEMENT

### MY COMMITMENT.

Yes. I affirm my commitment and use of my time, talent, and resources for the purposes of the work of XYZ Organization. I accept the roles and responsibilities with joy and enthusiasm.

**Term of office January 1, \_\_\_\_ to December 31, \_\_\_\_ (3 years)**

### Board Members Wear 3 Hats:

- The Governance Hat
- The Volunteer Hat (based on your strengths, social style, and talents)
- The Participant Hat (participation at events and fundraising dinners, etc.)

### GOVERNANCE HAT:

*Circle: Yes or No*

- |     |    |    |   |
|-----|----|----|---|
| Yes | No | 1. | I affirm the XYZ Organization Statement of Purpose.   |
| Yes | No | 2. | I will serve on XYZ Organization's board, confident in the support of my family (and my employer, if required) and their understanding of my commitments regarding the use of my time, talent, and resources.   |
| Yes | No | 3. | I will attend scheduled board meetings and committees. I understand that the costs of transportation, hotels, and non-scheduled meals are my responsibility. I will participate in scheduled conference calls. See the attached list for board meeting dates. |
| Yes | No | 4. | I will prioritize charitable giving to XYZ Organization during my three-year term. I recognize that donors and foundations expect XYZ Organization board members to be generous financial contributors.   |

**Note:** "Generous giving" does not mean that our board members must be wealthy. Instead, when at all possible, we encourage each board member to prioritize XYZ Organization so it is one of the "Top three" priorities for an individual's annual giving.



- Yes No 5. I will influence my colleagues, my organization, potential donors, and foundations to be generous givers to XYZ Organization.
- Yes No 6. I affirm that I will carefully consider opportunities for service on various board committees and will accept such assignments, as I am able.
- Yes No 7. If I am unable or unwilling to continue to serve, prepare for and attend meetings, or execute my responsibilities as a member of the board, I will resign my position so that XYZ Organization can have the full support and committed time, talent, and resources of an active board member.
- Yes No 8. Other \_\_\_\_\_

**VOLUNTEER HAT:**

*Circle: Yes or No*

- Yes No 1. While I am encouraged to serve as a volunteer, such service is separate from my role and responsibilities as an XYZ Organization board member. Volunteer service is optional. But should I volunteer, the organization will try to place me in a role that leverages my, strengths and interests.
- Yes No 2. If I serve as a volunteer, I will respect the lines of authority and accountability. I will work directly with the staff person or volunteer that supervises my volunteer work, and will not bring my volunteer hat ideas, suggestions, issues, or recommendations to the board.
- Yes No 3. I will thoughtfully consider opportunities for volunteer service with XYZ Organization, including:
- Representing the organization at meetings and events
  - Serving at an event
  - Serving on an ad hoc task force or committee
  - Joining the CEO in meetings with potential donors
  - Other:
- Yes No 4. Other: \_\_\_\_\_

**PARTICIPANT HAT:**

*Circle: Yes or No*

- Yes No 1. I am expected to attend select events each year (dates announced a year in advance when possible). I also understand that board members who are married are encouraged to involve their spouses in these events.
- Yes No 2. I will proactively encourage others to be involved with XYZ Organization and will invite at least [circle: 3, 5, 10, etc.] new people to participate in events each year.
- Yes No 3. I will participate in at least one organizational event each year at my own expense (e.g. The Annual Workshop, for which board members receive a registration discount and may be asked to volunteer).
- Yes No 4. Other: \_\_\_\_\_

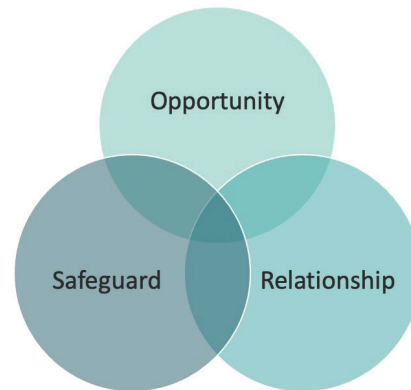
**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Print Name:** \_\_\_\_\_

# Board Policies

The board focuses on three types of policies

- > Opportunity Policies provide thoughtful parameters on how opportunity will be pursued. For example, a policy may require 100% funding prior to starting a new initiative.
- > Safeguard Policies are written to keep the organization from misunderstanding and harm. *Conflicts of Interest* and *Dispute Resolution* are two common examples.
- > Relationship Policies describe the connection between the board, CEO, staff, volunteers, and constituency. Succession plans are a good example of how people will be cared for in crisis or planned transitions.



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## The Taxi

- › Boards provide direction regarding destination
- › You are not driving



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# The Corral

- › Board Policies as Safeguards
- › Case Study



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# Governance

- › The board is a community of individuals brought together to steward/govern the public trust through the unique purpose of the organization



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# Governance

› Assessment–The Continuum... Where is your board?



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**BOARD ACTIVITY**

NEVER			ALWAYS	
1	2	3	4	5

1. The board operates under a set of policies, procedures, and guidelines with which all members are familiar.

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2. The executive committee reports to the board on all actions.

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3. There are standing committees of the board that meet regularly and report to the board.

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4. Board meetings are well-attended with near full turnout.

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5. Each board member has at least one committee assignment.

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6. Nomination and appointment of board members follow clearly established procedures using known criteria.

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7. Newly elected board members receive orientation for their role.

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8. Each board meeting includes an opportunity for learning about the organization's activities.

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9. The board follows its policy of defined term limits for board members.

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10. The board understands and supports the strategic planning process.

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**BOARD ACTIVITY**

NEVER			ALWAYS	
1	2	3	4	5

11. Board members receive meeting agendas and supporting materials in advance so they have adequate time to prepare.

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12. The board oversees the financial performance and fiduciary accountability of the organization.

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13. The board receives regular financial updates and works to ensure the operations of the organization are sound.

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14. The board regularly reviews and evaluates the CEO's performance.

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15. The board prioritizes cultural competency and leads the organization by example.

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16. The board engages in discussion around significant issues.

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17. The board chair effectively and appropriately leads and facilitates board meetings, as well as the policy and governance work of the board.

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### MISSION AND PURPOSE

NEVER		ALWAYS		
1	2	3	4	5

1. Statements of the organization’s mission are understood and supported by the board.

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2. Board meeting presentations and discussions consistently reference the organization’s mission statement.

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3. The board regularly reviews the organization’s performance in carrying out the mission.

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### GOVERNANCE / PARTNERSHIP ALIGNMENT

NEVER		ALWAYS		
1	2	3	4	5

1. The board exercises its governance role, ensuring the organization supports and upholds the mission statement, core values, vision statement, and partnership policies.

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2. The board periodically reviews, and is familiar with, the organization’s partnership documents.  
Note: this item applies when an organization has partnered with other organizations.

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3. The board reviews its performance and measures its effectiveness in governance work.

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4. The board is engaged in the board development processes.

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### BOARD ORGANIZATION

NEVER		ALWAYS		
1	2	3	4	5

1. Information provided by staff is adequate to ensure effective board governance and decision-making.

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2. Committee structure addresses the organization's primary areas of operation.

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3. Committees have thorough agendas and minutes for each meeting.

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4. Committees address issues of substance.

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### BOARD MEETINGS

NEVER		ALWAYS		
1	2	3	4	5

1. Board meetings are frequent enough to ensure effective governance.

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2. Board meetings are long enough to accomplish the board's work.

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3. Board members fully and positively participate in discussions.

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### BOARD MEMBERSHIP

NEVER		ALWAYS		
1	2	3	4	5

1. The board size is adequate to effectively govern the organization.

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2. The board has a range of talents, experience, and knowledge to accomplish its role.

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3. The board uses its members' talents and skills effectively.

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**BOARD MEMBERSHIP**

NEVER			ALWAYS	
1	2	3	4	5

4. The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.

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5. The board recruits for cultural competence as key to the effectiveness of the organization.

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6. Fellow board members review each member's performance at the end of every three-year term.

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7. Each board member financially supports the organization annually.

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8. The board demonstrates an ongoing commitment to the organizational mission.

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**ADMINISTRATION AND STAFF SUPPORT**

NEVER			ALWAYS	
1	2	3	4	5

1. The committee structure provides adequate contact with administration and staff.

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2. Communication is thorough and clear between the board and staff.

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3. Staff support before, during, and after board meetings is effective.

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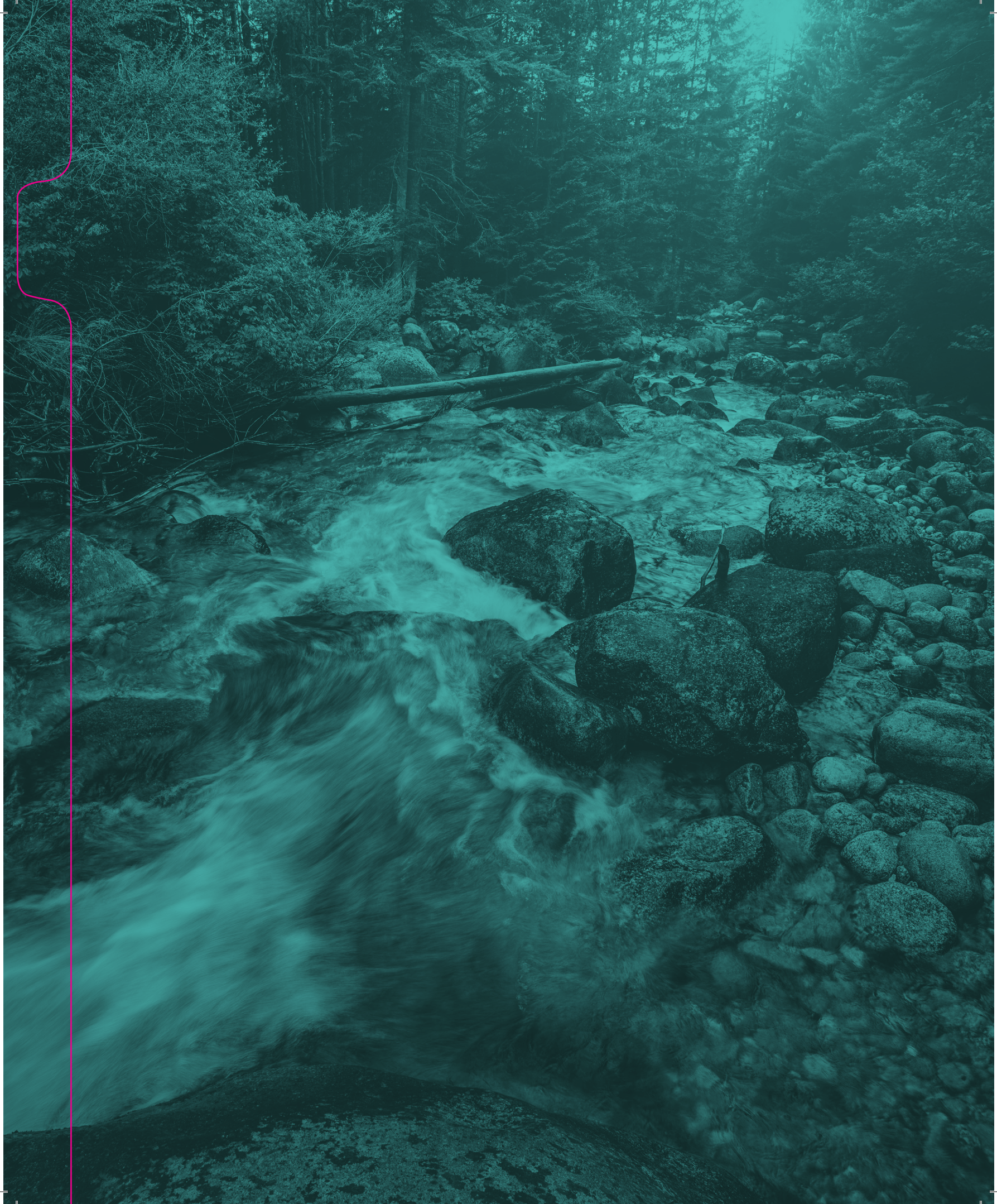
# Governance 201

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The Life Cycle of the  
Nonprofit Board



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## Five Stages: Aligns with Characteristics of High Performing Board

1. Identify
2. Beginning
3. Continue
4. Ending
5. New beginning



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## Identify: Recruiting New Board Members

### > Three Steps:

#### 1. Board Evaluation—know what you want

- > Use tools for board evaluation and individual board member self-evaluation
- > Create a matrix to identify current board composition
- > Use strategic plan to identify needed strengths and areas of expertise
- > Identify the weaknesses/needs in current board
- > Create profile for new members
- > Fulfill commitments to cultural competency



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## Identify: Recruiting New Board Members

> Three Steps:

2. Board Recruitment Strategy

- > Be sure you have a clear job description and list of expectations and responsibilities
- > Convene a strong nomination committee
- > Have forms for candidate nominations
- > Involve Executive Director and key staff as necessary
- > Use board analysis and strategic plan in recruitment—targeted and specific
- > Develop a nominating process and follow it
- > Do your board terms help/hurt your recruitment?



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# Identify: Recruiting New Board Members

› Three Steps:

### 3. Board Nomination Process

- › Three steps:
  - › Interest
  - › Invitation
  - › Nomination
- › Process is bi-directional
- › Create a nomination packet for candidates
  - › Ten Questions
  - › Commitment Form
- › Create a nomination packet with bio for board members
- › Develop a personal visitation process with Chair and Executive Director
- › Bring nominations through Nominating Committee by way of assessment and strategic plan
- › Complete due diligence and due process
- › Critical role of wisdom and discernment




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## Beginning: Welcoming, Informing, and Orienting New Board Members

- › Provide appropriate materials on both the board and organization
- › Involvement with staff/organization
- › Personal meeting with Executive Director and Board Chair
  - › Review minutes of previous meetings
  - › Highlight critical issues/decisions
  - › Review the strategic plan
  - › Reaffirm role and expectations
  - › Open line to Executive Director and Board Chair
- › Welcome and introductions at first meeting



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## Continue: Effectively Involving Board Members to Achieve the Vision

> Five Considerations

1. Time Management: use their time wisely with well-run, organized, purposeful meetings
2. Communication: timely mailings, meeting preparation, semi-annual visits by board chair, good staff-board communications
3. Involvement: according to their expectations and roles, opportunities for organization involvement, personal financial support
4. Revitalization: board retreats, strategic planning work, outside consultants
5. Recognition: acknowledge and thank board members often



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## End: Helping Board Members Complete Their Service

### › Three Reasons to Move Members Off the Board:

1. Ineffectiveness: lack of attendance and inability to carry out role and expectations
2. Unacceptable behavior
3. End of term



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## Keys for Good Endings

- › Clear policies and expectations
- › Fair and frequent evaluations
- › Processes for grievances and discipline
- › Accountability
- › Appropriate term limits
- › History



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## Places for Former Members to Continue Serving

- › Advisory committees
- › Emeriti
- › Volunteers
- › Off the board with plans to return when appropriate



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# New Beginnings: Considerations for Returning Board Members

## › Considerations:

- › Must fit strategic board needs
- › Abbreviated nomination process
- › Give board full reign to vote–no pre-arrangements or promises–due process
- › Don't abbreviate orientation process



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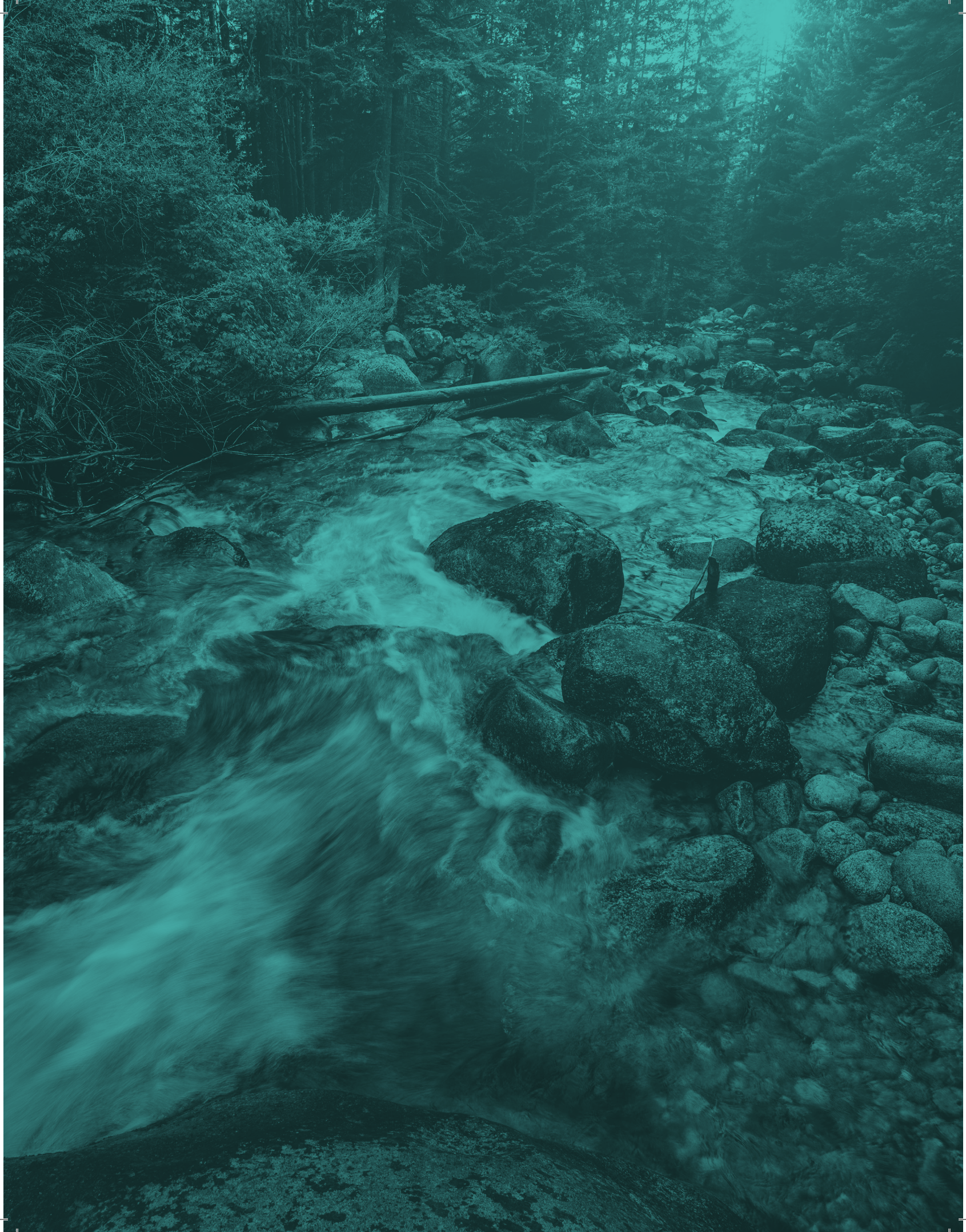
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# Governance 201

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## Succession Planning



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## CEO Reports/Board Reports

- > Boards: What did you learn?
- > CEOs: What did you realize?



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**A GOOD, SIMPLE, COMMUNICATED CONTINGENCY PLAN IS FIRST.  
TO GET STARTED, ANSWER THESE QUESTIONS:**

1. Who takes the lead?
  - a. What are the decision-making parameters?
  - b. How much money can be spent?
2. When, what, and to whom do we communicate?
  - a. Organization
  - b. Donors
  - c. Family
  - d. Insurance—should you have it?
  - e. Constituents
  - f. Bank
  - g. Others?
3. What about the Organization?
  - a. Who is in charge?
  - b. Will we pay them extra?
  - c. How do we communicate?
4. What about the family?
  - a. Do they know?
  - b. What can be done to ease the pain?
  - c. Is there an interim leader?
  - d. Do we start a search?
  - e. How is the search to be paid for?





# Succession Planning

- › Succession planning is a process of preparing for good leadership transition
- › Succession planning is not to be confused with CEO or key leader evaluation
- › Two key aspects of succession planning to consider:
  - › Contingency planning deals with emergencies
  - › Succession planning prepares for the future



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# Succession Planning

- 1. Develop a written Contingency Plan**
  - > Share the Contingency Plan with trusted advisors
  - > Incorporate their comments into your thinking
  - > Work through Contingency Plan with your staff and board
  - > Don't try to finish the plan all at once; think; take your time
  - > Ensure the Contingency Plan is consistent with Articles of Incorporation, bylaws, policies, etc.
  - > Finalize your Contingency Plan and circulate
  - > Think through the benefits/liabilities of sharing your plan within the organization
  - > Revisit Contingency Plan annually



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# Succession Planning

## 2. A written Succession Plan and the elephant in the room

- › Why so few of us have a good written plan
- › Uneasiness from the board
  - › Poor CEO evaluation process, if there is one
  - › Marginal performance by CEO
  - › Not wanting to “talk money”
  - › Not sure how to create a plan
  - › Who should have the conversations?
  - › How do we start the conversations without concerning the CEO?
- › Insecurity of CEO/Executive Director
  - › Are they forcing me out?
  - › I don’t have enough to retire
  - › Am I not doing a good job?
  - › I haven’t had a review in years




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## Questions to Answer:

- › Do we review the CEO/Executive Director annually?
  - › Is there a job description?
  - › Is succession planning part of the review?
  - › How is a competitive wage established?
- › Is there a process and timetable for retirement and/or planned departure?
- › Is there an internal successor(s)?
  - › If so, what development needs are there for that person?
  - › What training or additional exposure can be offered?



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# Questions to Answer:

- › If there is not an internal choice, has a search firm been identified?
  - › If not, how do we learn about search firms?
- › Who is on the search committee?
- › What is our severance policy?
  - › Forced termination?
    - › Performance issues?
    - › For cause?
  - › Unforced termination?
    - › Change in direction for the organization?
    - › Performance not up to expectations?



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## Questions to Answer:

- › Does the board have a formal evaluation process?
- › Does the board require SMART goals and are they measured annually by the CEO/ED?
- › Is there a strategic plan?

Once these questions are answered by the board and the CEO/ED, you will have 90% of your Succession Plan complete.



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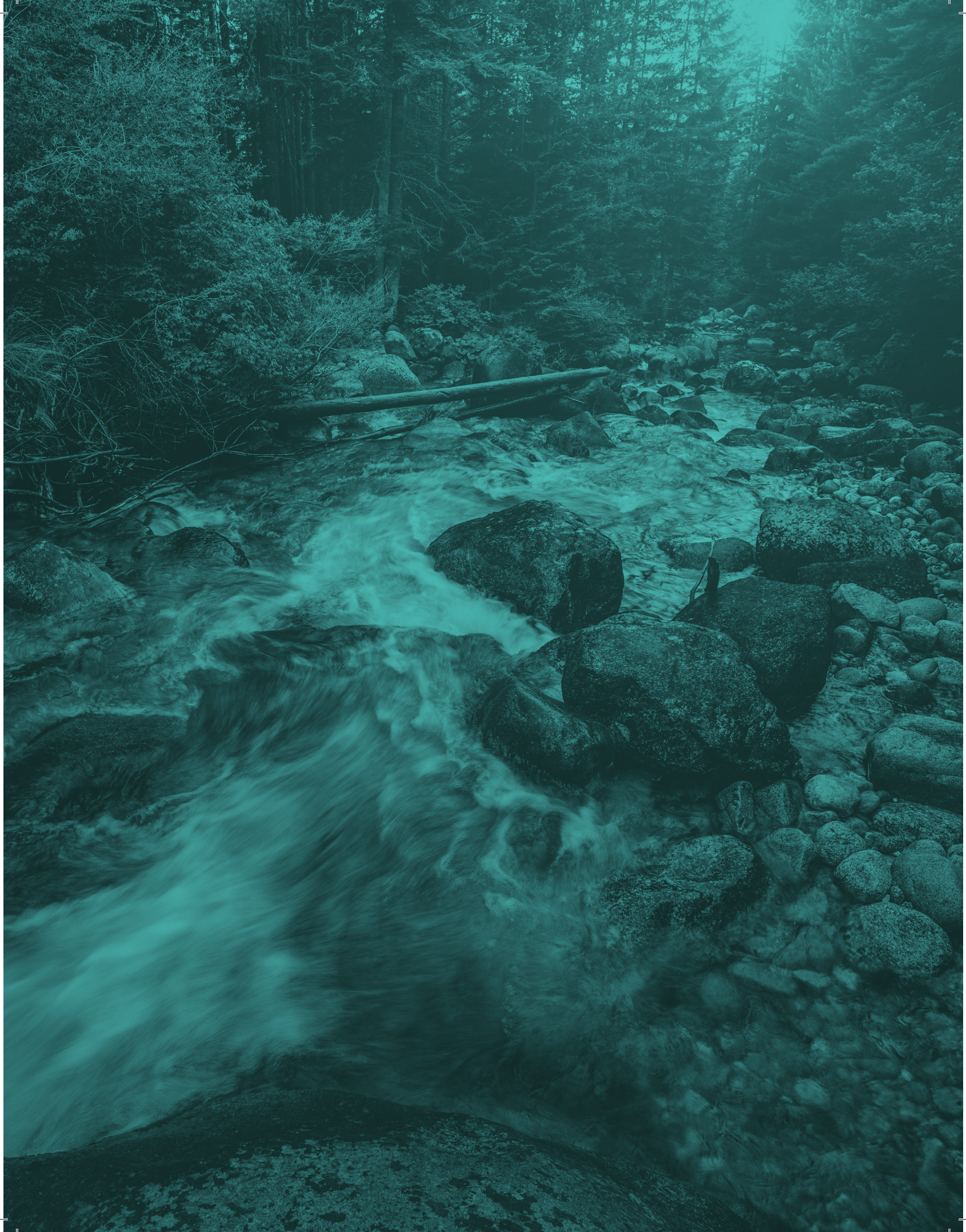
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# Governance 201

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The Board/CEO Relationship



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# Cultivating Clarity and Alignment

## THE GOVERNANCE CONTINUUM

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the CEO
Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the CEO	Organization long-term goals are set by the CEO
Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the CEO	Strategies to achieve organizational long-term goals are developed by the CEO	Strategies to achieve organizational long-term goals are developed by the CEO
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO
The board spends most of its time <b>DOING</b> the work of the organization	The board spends most of its time <b>SUPERVISING</b> the work of the organization	The board spends most of its time <b>DIRECTING</b> the work of the organization	The board spends most of its time <b>GOVERNING</b> the work of the organization	The board spends most of its time <b>AFFIRMING</b> the work of the organization
Primary board output is <b>LABOR</b>	Primary board output is <b>COORDINATION</b>	Primary board output is <b>DIRECTION</b>	Primary board output is <b>COUNSEL</b>	Primary board output is <b>ENDORSEMENT</b>

Teal indicates board responsibilities; Salmon indicates CEO responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson © 2004

## The Continuum Between Policy-Making Boards and Hands-On Boards

BOARD MEMBER QUIZ	POLICY-MAKING ✓	HANDS-ON ✓
1. Board committees focus ONLY on governance		
2. Most board members have key volunteer roles		
3. All execution and implementation assigned to CEO		
4. "Adjourned is adjourned." Individual board members have no authority outside of board meetings		
5. All execution and implementation assigned to CEO		
6. "The board speaks with one voice or not at all"		
7. Board members chair and serve on various operational committees, including Program, Operations, and Fund Development Committees		
8. Board agenda focuses on short-term problems		

## Board Member Temptations

1. To think and conduct board business under the false assumption that all board members are just like me, and that we are wired with similar strengths, gifts, and social styles.
2. To assume all board members are experienced and effective leaders—just like me—and that we all agree on our board’s operating style and are aligned with the CEO’s preferred operating style.
3. To confuse the three hats of a board member: governance, volunteer, and participant.
4. To lower the bar on board member selection and buy into the ill-informed mantra that just one of the three “W’s”—work, wisdom, wealth—is sufficient.
5. To recruit board members because of their position versus their passion.



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## Board Member Temptations

6. To rely on my past board and organizational experiences and rest on my laurels— versus becoming an active life-long learner in board governance best practices.
7. To assume that all nonprofit organizations have similar organizational cultures—and to understand one is to understand them all.
8. To make board decisions based on anecdotes and subpar analysis versus requiring objective data and reports and dashboards that are aligned with the mission statement, goals, and a strategic plan.  
“What everyone knows is usually wrong.” –Peter Drucker
9. To avoid healthy and honest dialogue with the CEO on challenging realities.
10. To... [insert your own temptation]



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**WORKSHEET:**

# Where is Your Board on the “Policy Governance<sup>®</sup>” Continuum?

ADAPTED FROM JOHN CARVER’S “POLICY GOVERNANCE<sup>®</sup>” LIST OF BOARD ROLES

**SELECT 1 THROUGH 10 FOR EACH STATEMENT BELOW**

“THE STARTER LIST”	NEVER _____ ALWAYS									
THE BOARD	1	2	3	4	5	6	7	8	9	10
1. Sets the board’s work plan and agenda for the year and for each meeting										
2. Determines board training and development needs										
3. Attends to discipline in board attendance, following bylaws and other self-imposed rules										
4. Continually improves their expertise as life-long learners in governance										
5. Meets with and gathers wisdom from the organization’s customers and “owners”										
6. Establishes the limits of the CEO’s authority to budget, administer finances, and compensation										
7. Establishes the results, recipients, and acceptable costs of those results that justify the organization’s existence										
8. Examines monitoring data and determines whether the organization has achieved a reasonable interpretation of board-stated criteria										

## JOHN CARVER'S PURPOSE OF GOVERNANCE

*“The purpose of governance is to ensure, usually on behalf of others, that an organization achieves what it should achieve while avoiding those behaviors that should be avoided.”*

*Boards That Make a Difference:*

*A New Design for Leadership in Nonprofit and Public Organizations,*

*by John Carver*

<https://www.policygovernanceassociation.org/resources/principles-of-policy-governance.html>

**WORKSHEET:**

## What Is Your Board’s Operating Style and What Is Your CEO’s Operating Style?

✓ CHECK THE NUMBER THAT BEST DESCRIBES YOUR BOARD’S OPERATING STYLE TODAY.

	HIGH POLICY-MAKING					HIGH HANDS-ON				
<b>Board Style</b> 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

✓ CHECK THE NUMBER THAT BEST DESCRIBES YOUR CEO’S OPERATING STYLE TODAY.

	HIGH POLICY-MAKING					HIGH HANDS-ON				
<b>CEO Style</b> 10 = Very Strong Leader 1 = Hands-On Maintainer	10	9	8	7	6	5	4	3	2	1



**WHAT IS YOUR ANALYSIS OF THE STYLES OF YOUR BOARD AND CEO?**

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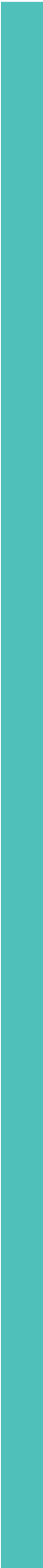
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**WORKSHEET:**

## Where Do You Want Your Board and CEO to Be in 12 to 18 Months?

Now take this second self-assessment below.

**✓ CHECK THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR BOARD'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS.**

	HIGH POLICY-MAKING					HIGH HANDS-ON				
<b>Board Style</b> 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

**✓ CHECK THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR CEO'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS.**

	HIGH POLICY-MAKING					HIGH HANDS-ON				
<b>CEO Style</b> 10 = High Policy-Making 1 = High Hands-On Maintainer	10	9	8	7	6	5	4	3	2	1

**DISCUSS WHERE YOU THINK THE BOARD AND CEO ARE IN THEIR CURRENT UNDERSTANDING OF BOARD AND CEO STYLES AND WHAT STEPS MIGHT MOVE THEM TO A NEW POSITION IN THE NEXT 12 TO 18 MONTHS.**

ANSWER:

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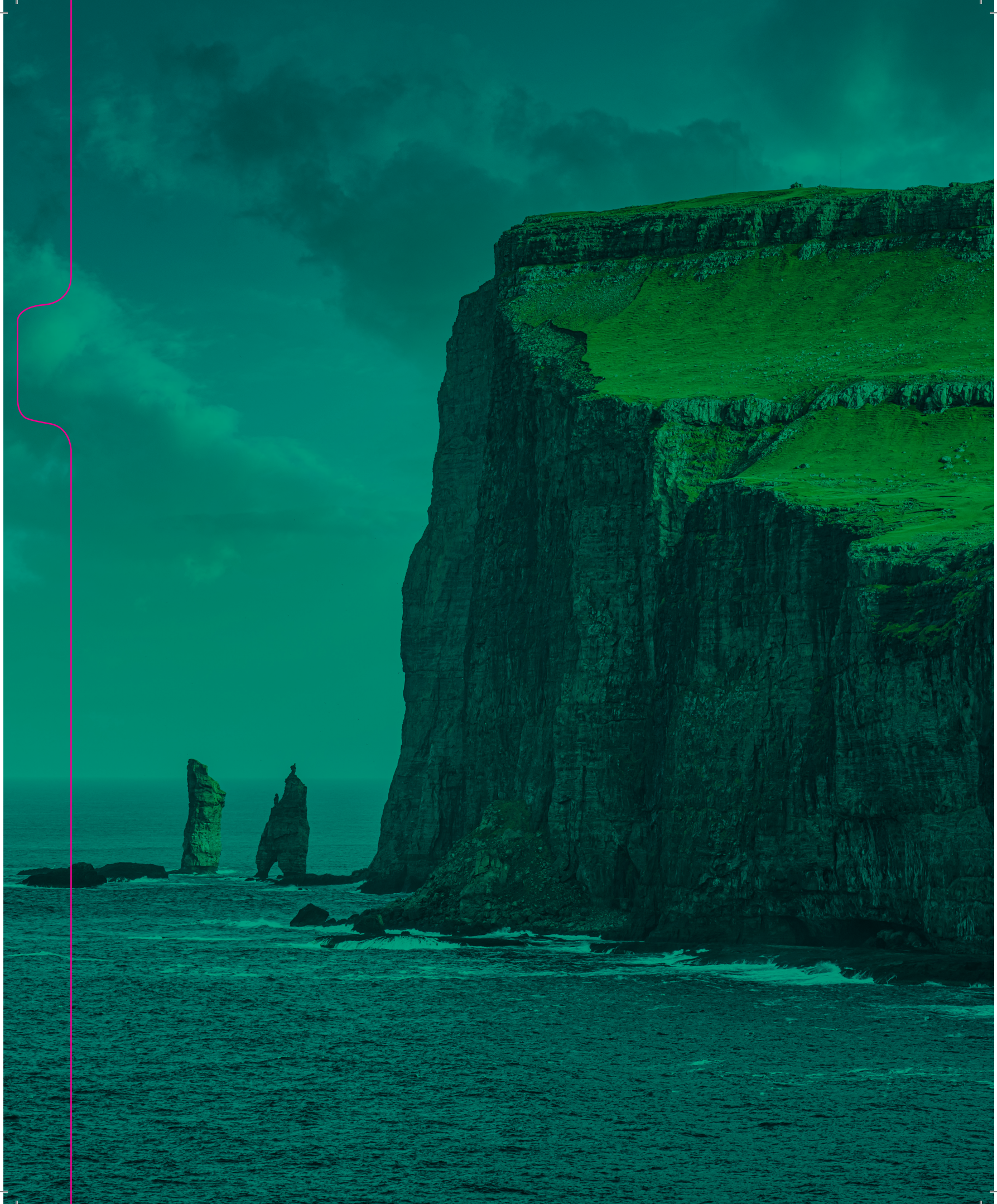
# Culture 101

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Creating and Sustaining a Steward Board



Board Leadership  
& Development  
A MURDOCK TRUST PROGRAM





*“Culture eats strategy for  
breakfast.”*

— Peter Drucker

## Board Culture Defined

- › The underlying beliefs, assumptions, values, and the ways of interacting that contribute to the unique social and psychological environment of an organization or group.



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# Board Culture as a Key to Effectiveness

## > Intentionality



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# Healthy Board Culture vs. Toxic Board Culture



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# Board Culture Survey

Please indicate where you believe our Board is on the continuum:

**DISTRIBUTED INFLUENCE**

**DOMINANT INNER CIRCLE**

1	2	3	4	5	6	7	8	9	10
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**COLLECTIVE WISDOM**

**INDIVIDUAL CONVICTIONS**

1	2	3	4	5	6	7	8	9	10
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**OPEN-MINDED**

**CLOSE-MINDED**

1	2	3	4	5	6	7	8	9	10
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**TRANSPARENCY**

**OPACITY**

1	2	3	4	5	6	7	8	9	10
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**CONFIDENTIALITY**

**LACK OF CONFIDENTIALITY**

1	2	3	4	5	6	7	8	9	10
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**DILIGENCE**

**DISENGAGEMENT**

1	2	3	4	5	6	7	8	9	10
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**RESPECT AND TRUST**

**DISREGARD AND DISTRUST**

1	2	3	4	5	6	7	8	9	10
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**CLEAR EXPECTATIONS**

**AMBIGUOUS EXPECTATIONS**

1	2	3	4	5	6	7	8	9	10
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**MUTUAL ACCOUNTABILITY**

**COLLECTIVE IMPUNITY**

1	2	3	4	5	6	7	8	9	10
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For any of the areas identified above, are there specific ones where you might offer a suggestion as to how we could improve on your assessment?

**FILL-IN-THE-BLANK:**

Provide as many answers as you would like for each blank.

1. I believe our Board values
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
2. If you were to describe our Board, what word(s) would you use?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
3. What does it take to be a successful Board member for this organization? Have you encountered any unwritten rules or assumptions that foster or inhibit success? If so what are they
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
4. I feel our Board could improve in/on
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
5. What brings life to the Board and the work we do?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
6. Three wishes I have for the Board are:
  - a.
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  - b.
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  - c.

SOURCE MATERIAL: Association of Governing Boards

# Improving and Maintaining a Healthy Board Culture



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## Questions for Discussion and Work with Your Coach

1. What adjectives currently define your board culture?
2. What is working right now? Are there any toxic elements?
3. How do you describe board culture to a prospective board member?
4. What might you want the board culture to look like in two years?
5. What steps could you take to make shifts in board culture?
6. Should we add board culture to your Five Strategic Next Steps?



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## Board Culture Check Up

- › Should be done annually
- › Can help “depersonalize” and “get on the table” difficult issues
- › Feedback and results cannot stay on the shelf



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# Culture 201

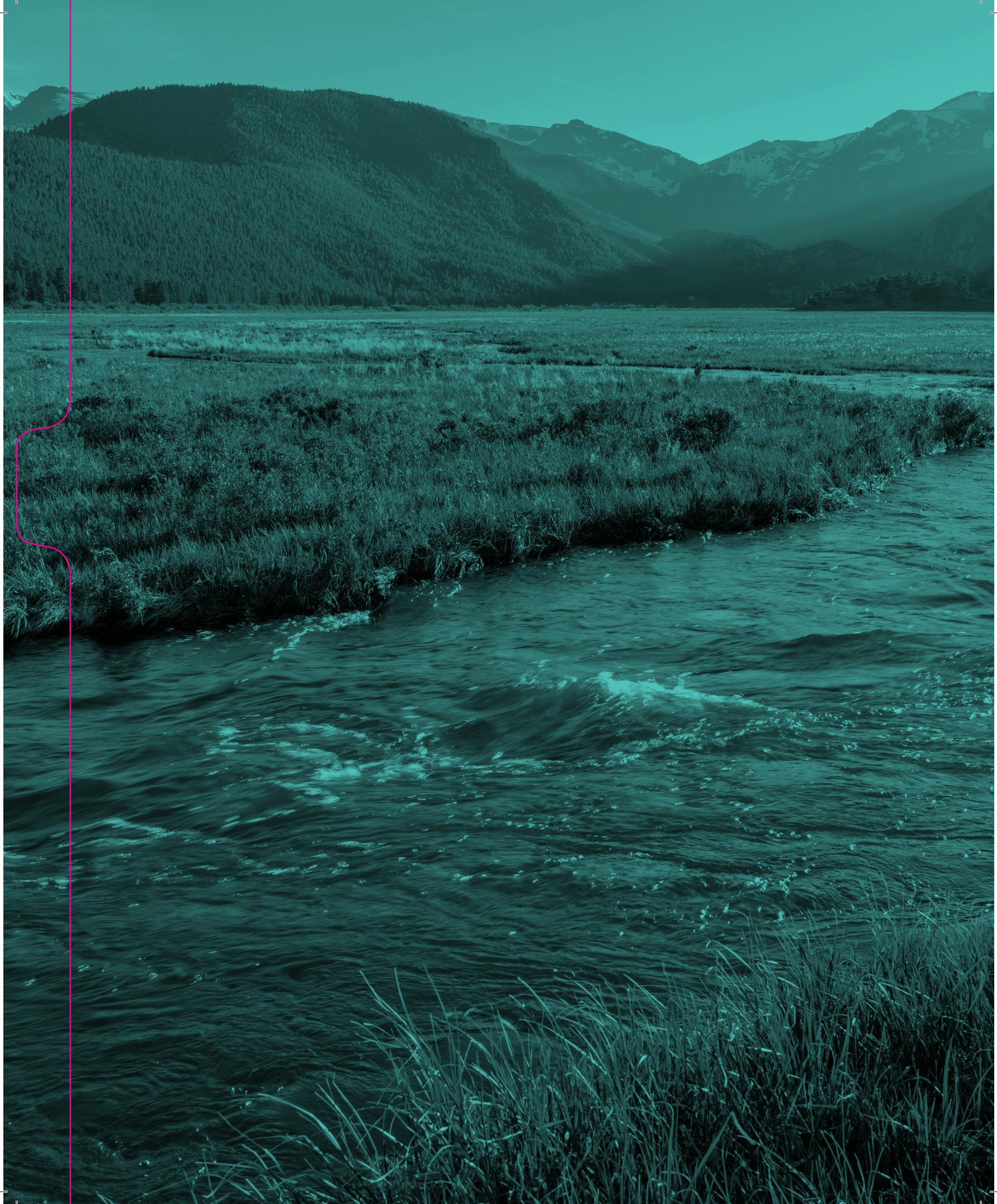
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Keeping Your Board Culture Healthy

Culture 201



Board Leadership  
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# Keeping Your Board Culture Healthy

- › Defining
- › Maintaining



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## Case Studies



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# Culture 201

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Developing a Culturally Competent Board



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## Setting the Context



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# Diversity as a Competitive Advantage



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## How Cultural Competence Shows Up In:

- › Governance
- › Sustainability
- › Strategic Planning



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# Case Studies



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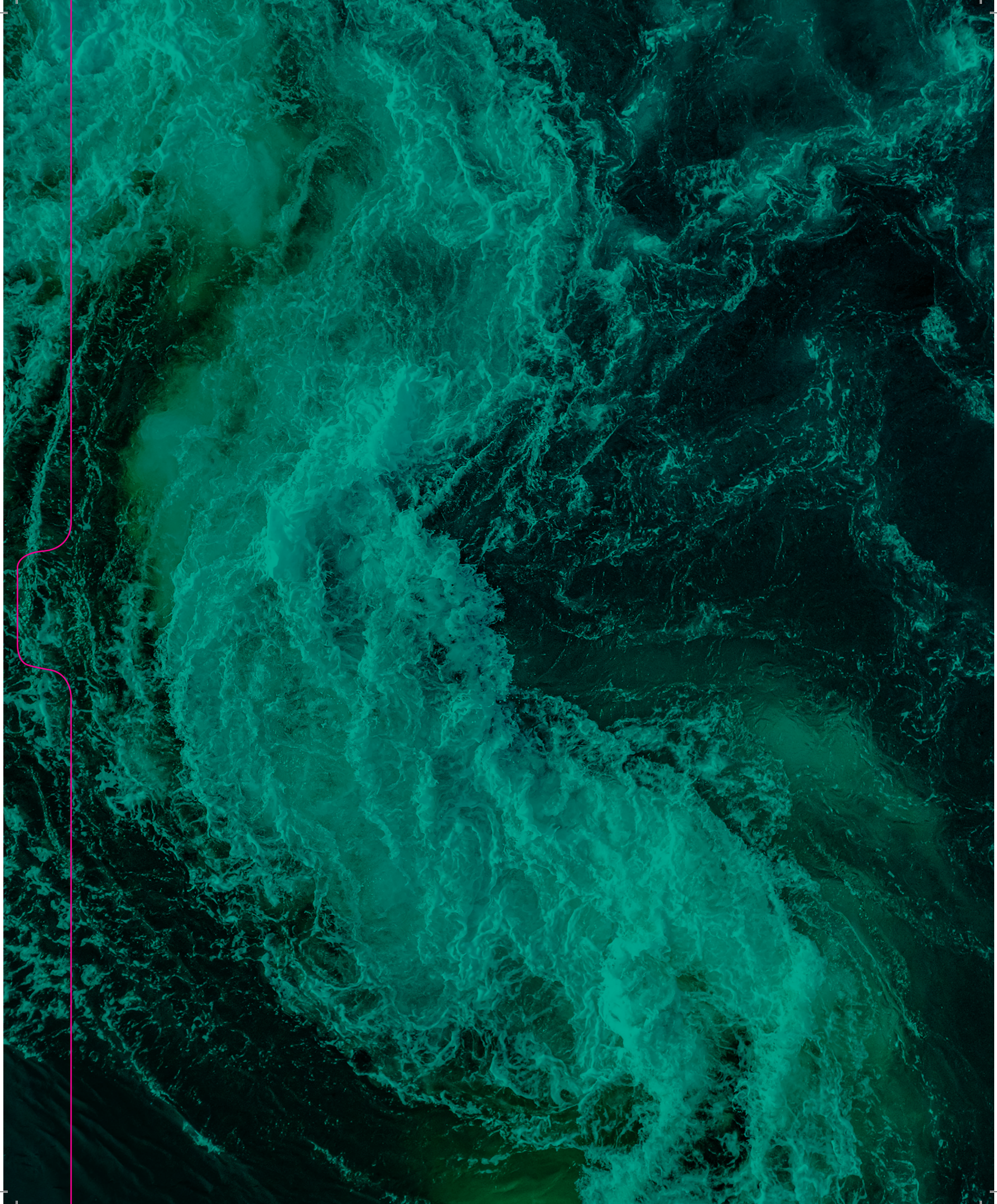
# Sustainability 101

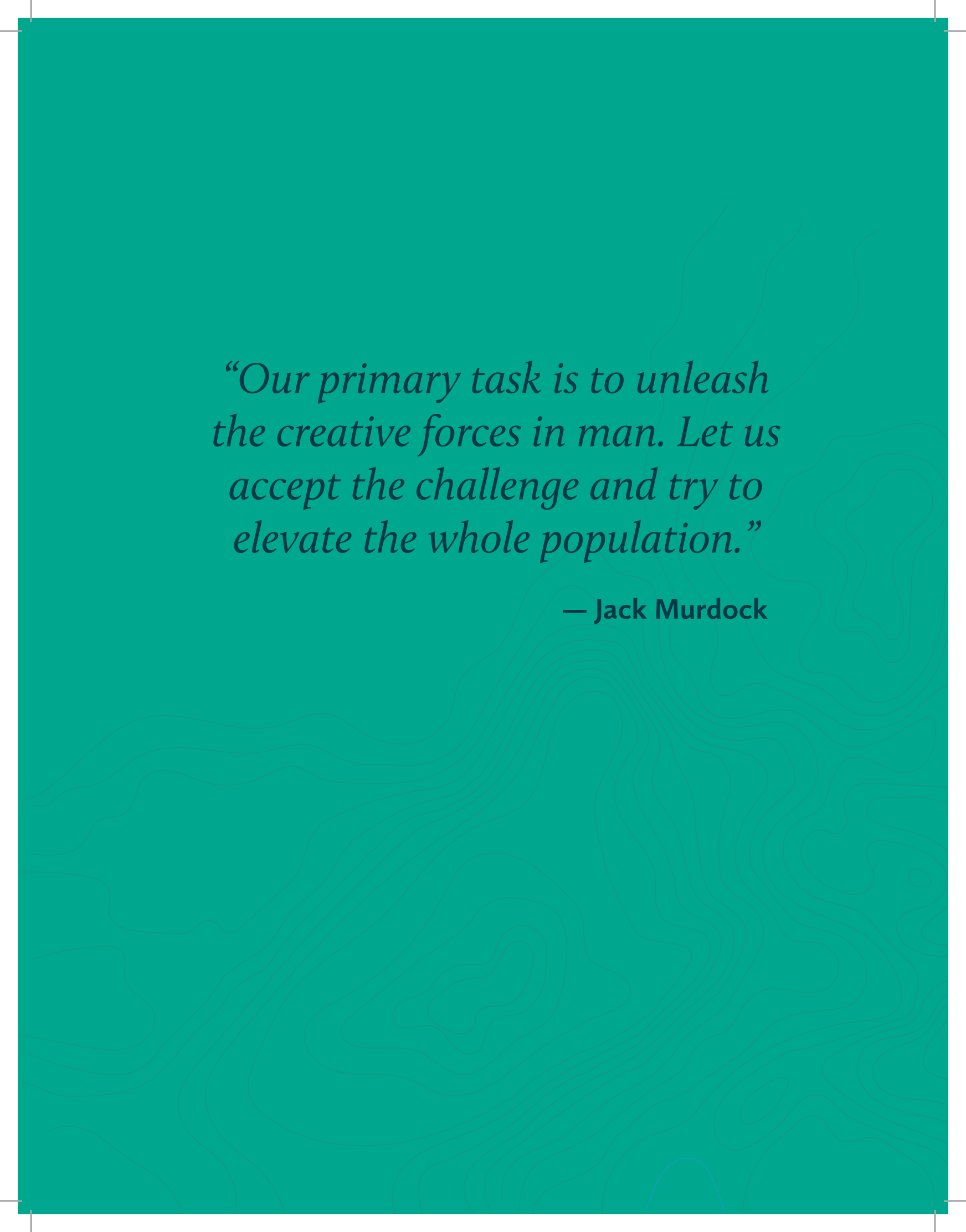
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Building an Organizational Framework



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*“Our primary task is to unleash  
the creative forces in man. Let us  
accept the challenge and try to  
elevate the whole population.”*

— Jack Murdock

## What Do We Mean by “Sustainable”?

- › Lasting, built for the long-haul
- › Flexes but does not break, absorbs ups and downs
- › Balances inputs and outputs



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## Why is Sustainability Important?

- › Numerous constituents require it
- › You can focus on doing work rather than reorganizing



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## Organizational Framework

- › For a board member or an executive leader to be effective, she/he must understand the organization and its history, which requires knowing what they do and how their work is supported. In other words, understand your organizational framework (business model or structure).
- › Identify the elements of your organization's framework



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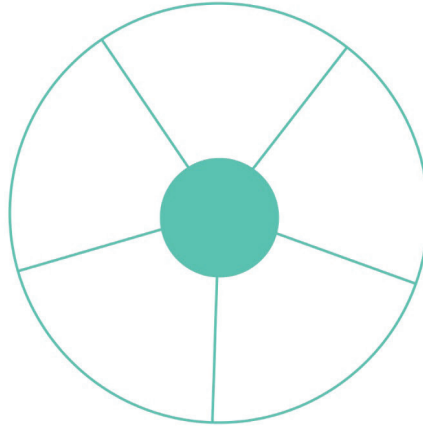


**GROUP EXERCISE:**

**Identify the elements of your organization's framework:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

# Framework for Success: A Structure



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## Everything Starts with “Why”

- › Why did you come into existence? What need did you see?
- › What gets you up in the morning?
- › What keeps you up at night?
- › Understanding your “why” leads to a promise



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## What is Your Promise?

- › Why was your organization founded?
- › What need did it set out to meet?



### GROUP EXERCISE:

**Why was your organization founded?**

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**What need did it set out to meet?**

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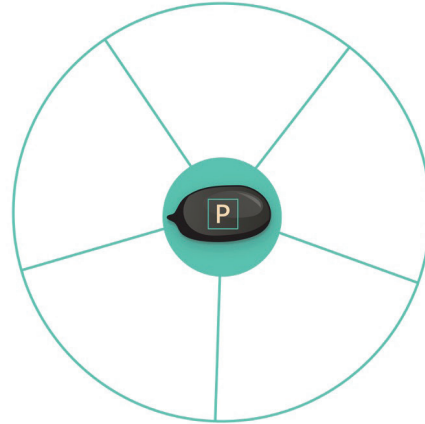
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# Your “Why” is the Core, Touching All Elements of the Framework

› What is your promise?



**GROUP EXERCISE:**

**What is your promise?**

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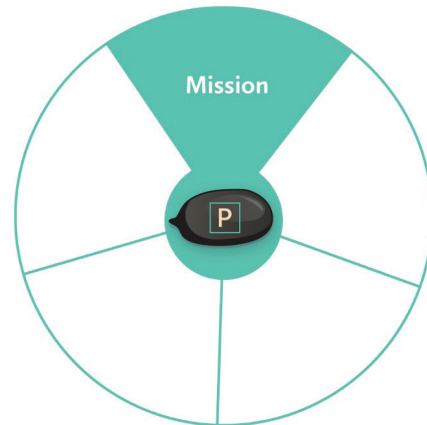
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## First Core Element: Mission

- › Defines what we do
- › The board is responsible to steward (hold in trust) the mission
- › Missions must live and breathe—they need to stay relevant



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## Second Core Element: Target Audience

- › You have multiple audiences—your primary audience is the beneficiary of your services
- › What does each audience want/need?
- › The board needs to ensure a strategy exists for each audience



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## Third Core Element: Programs

- › This is where your mission comes to life
- › Do we deliver this service/program better than everyone else?
- › Are our programs relevant/productive? Do they produce desired results?



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## Fourth Core Element: Resources

- › Financial
- › Human
- › Gift-in-kind
- › Key strategies
- › Strategic plan
- › Equipment and technology
- › Property and facilities
- › Unique processes
- › Key relationships
- › Data
- › Avoid overreliance on financials
- › Have a plan and review process for each resource



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## Fifth Core Element: Future Direction

- › “Future” is the key word
- › Proactive versus reactive
- › Disruption will drive this if nothing else



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## A Complete Framework for an Organization

- › Your promise is at the center of everything
- › Balances inputs/outputs
- › Top leaders need to understand your framework



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## Adding the POWER

- › The power is the interconnectivity of the elements
- › Embrace this and avoid silo thinking
- › Promote efficient behavior



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## Three Most Important Concepts with the Organizational Framework

1. Leadership must have a working understanding of the entire framework
2. Interconnectivity is key to driving efficiency and optimizing resources
3. Have a plan and review process for each element



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**ASSESSMENT**

LOW			HIGH	
1	2	3	4	5

1. How confident are you that your organization is sustainable? Built for the long-haul?

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2. How confident are you that your mission is reflected in your operations?

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3. How confident are you that ALL target audiences have been identified and resourced?

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4. How confident are you that your organization has effective programs for each target audience?

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5. How confident are you that your board is knowledgeable about ALL resources needed to deliver your promise—not just financial resources?

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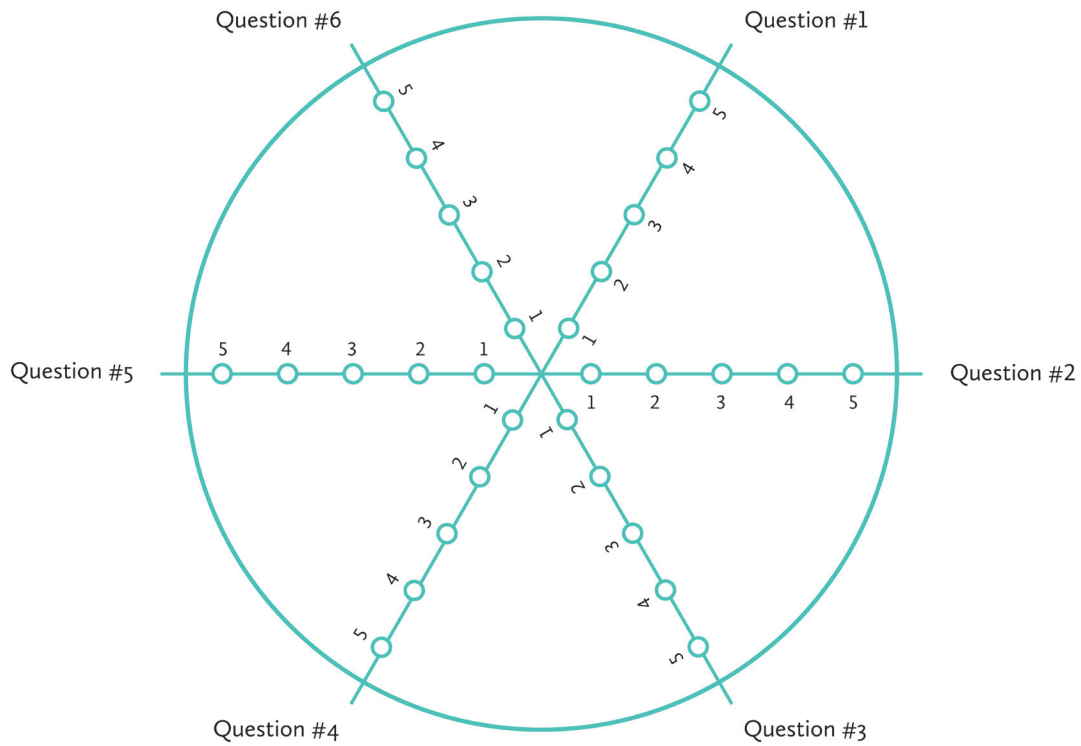
6. How confident are you that your board has anticipated the need and importance of a vision that will serve future generations?

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GROUP COMPOSITE AVERAGE SCORE

Question 1. \_\_\_\_\_ Question 2. \_\_\_\_\_ Question 3. \_\_\_\_\_

Question 4. \_\_\_\_\_ Question 5. \_\_\_\_\_ Question 6. \_\_\_\_\_



A. How do you want this diagram to look in 18 months?

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B. Does this graph give you any ideas for your Five Strategic Next Steps?

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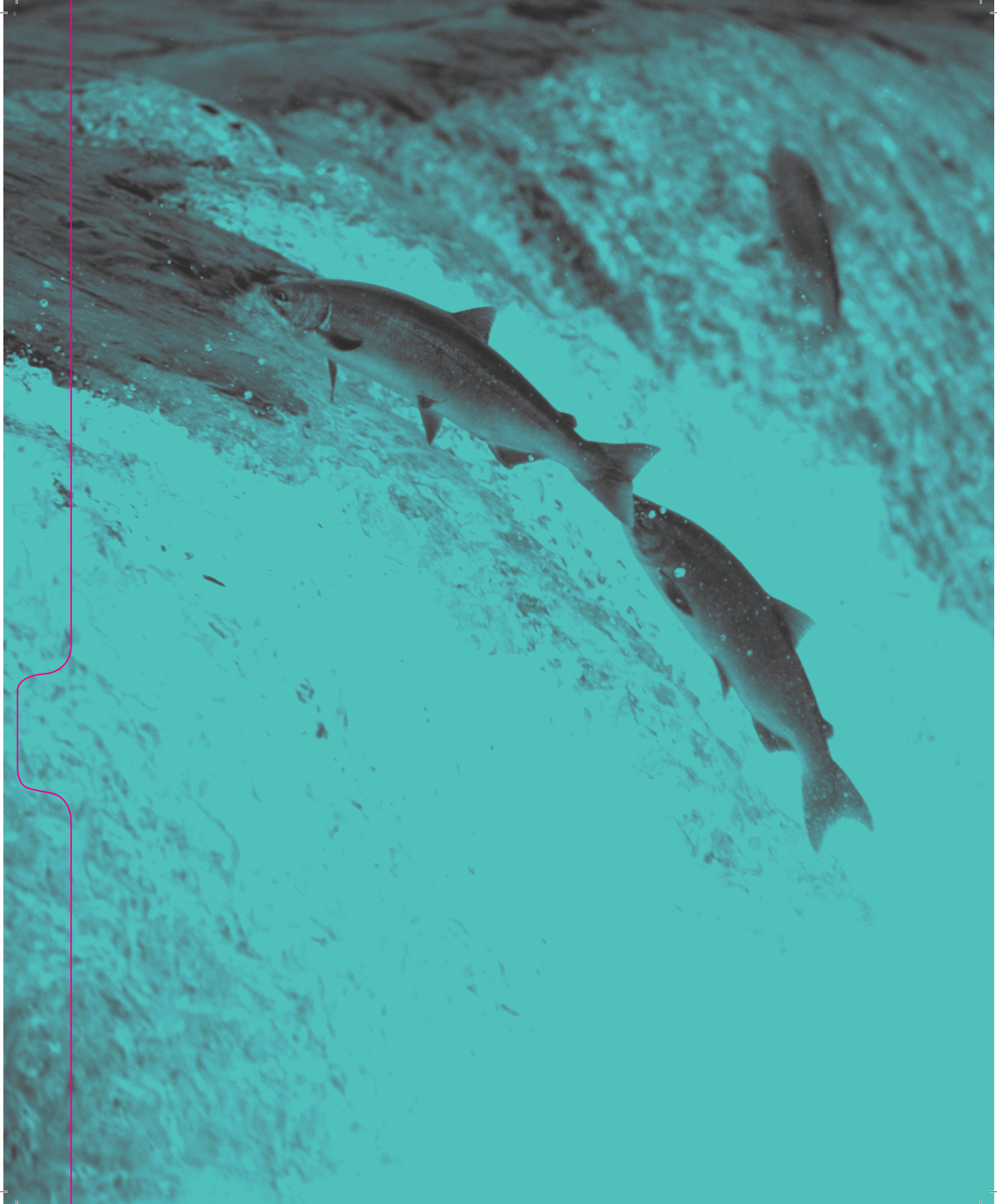
# Sustainability 201

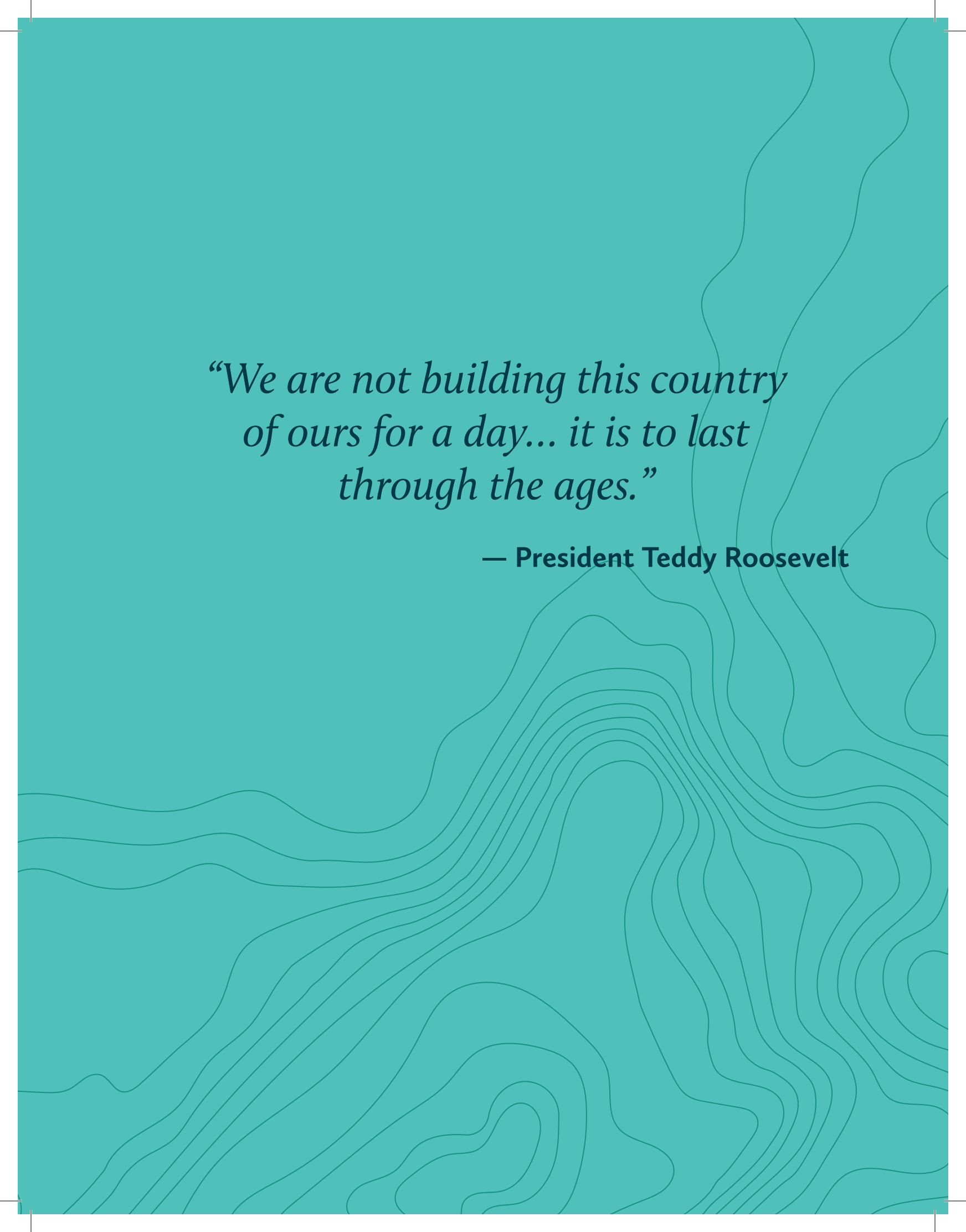
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The Work of High Performing Boards



Board Leadership  
& Development  
A MURDOCK TRUST PROGRAM





*“We are not building this country  
of ours for a day... it is to last  
through the ages.”*

— **President Teddy Roosevelt**

# A Business Model (Framework, Structure)



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## Why is a Sustainable Organizational Structure Important?

- › Numerous constituents require it
- › Beneficiaries, staff, volunteers, donors, suppliers, your community, all benefit from a sustainable organization
- › Allows us to keep our promise



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# A Business Model



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# A Business Model



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## Three Important Concepts: Quick Review

1. Top leadership needs a working understanding of ALL core elements
2. The interconnectivity of elements is key to driving efficiency and optimizing resources
3. The organization should have a plan for each element



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# A Business Model



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## Mission: Quick Review

- › Defines the core purpose of a nonprofit organization
- › States *WHAT* services the organization provides



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## Importance of Mission

- › Guides the organization from the present into the future
- › Provides direction when the organization needs to adapt to new demands
- › Helps the board adhere to its primary purpose



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## High Performing Boards

- › Utilize their mission to make decisions
- › Establish boundaries for appropriate courses of action
- › Define and reinforce shared values, norms, and beliefs while aligning these with stakeholders



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## Questions the Board Should Ask

- › Does every board member know and understand the mission statement?
- › Does our board regularly review the mission statement?
- › Does leadership integrate the mission into meetings, gatherings, and functions?



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## Importance of Target Audiences

- › Beneficiaries are the reason for an organization's existence
- › Understanding the audiences' needs directly relates to resources, program strategies, and board-level decisions
- › Each target audience requires a strategy



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## High Performing Boards

- › Understand the needs of their target audiences are vital
- › Recognize the needs of their audiences may change and/or vary depending on cultural differences
- › Assess the need to adapt strategies to these changes



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## Questions the Board Should Ask

- › Does our board and leadership understand the needs of our target audiences?
- › Does our board regularly monitor changes in target audiences?
- › Should we adapt strategies to address changes?



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# A Business Model



The diagram is a circle divided into five segments. Starting from the top and moving clockwise, the segments are labeled: Mission, Target Audience, Programs (shaded teal), Resources, and Future Direction. In the center of the circle is a dark grey circle containing a white 'P' inside a square.

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## Programs: Quick Review

- › Programs are outputs and where the mission is executed
- › Programs are your brand
- › Programs have lifecycles
- › The board's interest in programs is important



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## Importance of Programs

- › Programs are where the mission comes to life
- › What are your key programs?



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## High Performing Boards

- › Expand their understanding of how programs meet the needs of each target audience
- › Make informed/strategic decisions about adding/discontinuing programs



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## Evaluating Programs with Quantitative Data

- › Meals served
- › People served
- › Attendance
- › Cost of program
- › Choose five to six metrics



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# Evaluating Programs with Qualitative Data

- › Success stories
- › The power of institutional storytelling



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## Other Assessments: Keeping Programs Relevant

- › Strengths. Weaknesses. Opportunities. Threats. (SWOT)
- › The four buckets for continual improvement:
  1. What is going right with this program?
  2. What is broken or could be improved with this program?
  3. What is confusing about this program?
  4. What is missing with this program?



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## Questions the Board Should Ask

- › Does each program keep our promise to its target audience?
- › Does our board regularly review efficiency and effectiveness regarding programs?



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# A Business Model



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## Resources: Quick Review

- › Financial
- › Human
- › Gift-in-kind
- › Key strategies
- › Strategic plan
- › Equipment and technology
- › Property and facilities
- › Unique processes
- › Key relationships
- › Data



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## Importance of Resources

- › Resources drive the amount of output an organization achieves
- › A scarcity of resources may limit an organization's impact



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## High Performing Boards

- › Continually monitor resources for effectiveness and efficiency
- › Utilize simple tools to monitor relevant metrics



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## Questions the Board Should Ask

- › Does our board review each key resource area at least once a year using a master calendar?
- › Have we developed metrics for measuring each resource?
- › Do we have a tool that can assist in our review, such as a dashboard or exception reporting?



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## Questions the Board Should Ask

- › Does our board regularly “look around the corner” in each element of our business model—target audience, programs, resources, and finally mission?



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## Examples of Future Direction

- › Assessments: are we measuring the right things?
- › Infrastructure
- › Financial stability
- › Programs
- › Staff culture
- › Physical master plan
- › Future story
- › Market and competitive landscape
- › Board education
- › Cultural competency



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## Scenario Planning

- › Cash flows
- › Changing audiences
- › Changes in partnerships
- › What if you obtained this partnership?



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## Pilot Simulator



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## Why is This Important?

- › Boards that understand their business model will increase performance
- › Better understanding leads to better questions—answers lead to higher understanding, creating a cycle of improvement
- › Continuous improvement builds sustainability



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### MISSION

NO				YES
1	2	3	4	5

1. Does every board member know and understand our mission statement?

--	--	--	--	--

2. Does our board regularly review the mission statement?

--	--	--	--	--

3. Does leadership integrate the mission into meetings, gatherings, and functions?

--	--	--	--	--

### TARGET AUDIENCE

NO				YES
1	2	3	4	5

4. Does the board and leadership understand the needs of our target audiences?

--	--	--	--	--

5. Does our board monitor change in target audiences?

--	--	--	--	--

6. Have we adapted to these changes?

--	--	--	--	--

### PROGRAMS

NO				YES
1	2	3	4	5

7. Does each program keep our promise to its target audience, including donors?

--	--	--	--	--

8. Does our board review efficiency and effectiveness regarding programs and services?

--	--	--	--	--

9. Are all programs evaluated to ensure an awareness and sensitivity to a variety of cultures?

--	--	--	--	--

**RESOURCES**

NO				YES
1	2	3	4	5

10. Does our board review key resource areas at least once a year, using a master calendar?

--	--	--	--	--

11. Does our board have a tool that can assist in our review (e.g. dashboards, flash reports)?

--	--	--	--	--

**FUTURE DIRECTION**

NO				YES
1	2	3	4	5

12. Does our board regularly look around the corner in each element of our business model (e.g. target audience, programs, resources, mission)?

--	--	--	--	--

13. Do we have a grasp on the role of technology?

--	--	--	--	--

Next step: Prioritize the areas above which you can improve your board's performance

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# Strategic Planning 101

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The Board's Role in Strategic Planning



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# Strategic Planning

> Why have a plan?



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## Board's Role in Strategic Planning

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the CEO
Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the CEO	Organization long-term goals are set by the CEO
Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the CEO	Strategies to achieve organizational long-term goals are developed by the CEO	Strategies to achieve organizational long-term goals are developed by the CEO
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO
The board spends most of its time <b>DOING</b> the work of the organization	The board spends most of its time <b>SUPERVISING</b> the work of the organization	The board spends most of its time <b>DIRECTING</b> the work of the organization	The board spends most of its time <b>GOVERNING</b> the work of the organization	The board spends most of its time <b>AFFIRMING</b> the work of the organization
Primary board output is <b>LABOR</b>	Primary board output is <b>COORDINATION</b>	Primary board output is <b>DIRECTION</b>	Primary board output is <b>COUNSEL</b>	Primary board output is <b>ENDORSEMENT</b>

Teal indicates board responsibilities; Salmon indicates CEO responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson © 2004

## Board's Role in Strategic Planning

- › Where you are determines your role in the strategic planning process
- › Examples:
  - › Aligns with Characteristics of High Performing Boards—  
Future Direction (Long View in Mind)
  - › Board's role: varies, tends to align with where you are on the chart



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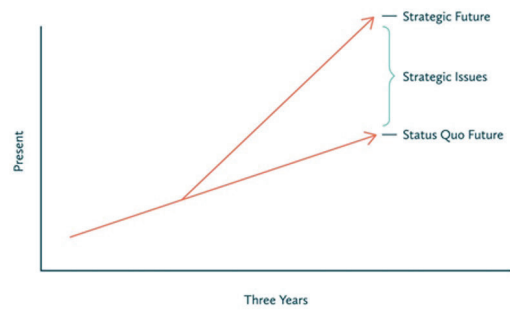
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## Strategy Versus Operations

- › Strategy requires a dissatisfaction with the status quo for the future
- › Framing the Issues chart



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## Why Plans Fail, Falter, Succeed, Never Get Started

- › Fail: no loyalty, no updates, no accountability
- › Falter: loss of focus due to tyranny of the urgent, board neglect, rigidity
- › Succeed: loyalty, accountability, agility, enculturation
- › Never get started/develop: desire for the perfect plan, low priority, illusion of time commitment
- › Strategy is confused with operations
- › Framing the strategic issue

*"I have always found that plans are useless but planning is indispensable."*  
-Dwight D. Eisenhower



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## Outcomes of a Good Strategic Plan

- › Works well for most boards and CEOs
- › Functions well in simple/complex situations
- › Collaborative
- › Drives strategic thinking into the culture
- › Focused and communicates well



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## Components of the Plan

- › Mission, vision, and values
- › Our customers and what they value
- › Environmental scan
- › SWOT/SOAR analysis
- › Trends (trend spotting exercise)
- › Agreed upon assumptions
- › Three-year visionary priorities
- › Top three to five goals for year one
- › Board and senior team goals and dashboards
- › The rolling three-year strategic plan document
- › Updating process



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## Agree on a Process

- › Rolling three-year strategic plan
- › Shorter-term plan
- › Scenario planning
- › Other
- › Case study Christian Camp and Conference Association Strategic Plan—included in Appendix



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## Strategic Planning Assessment

- › Take assessment
- › Discuss three lowest scores
- › Identify next steps for improvement/work with coaches
- › See appendix: Strategic Planning Framework



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**ASSESSMENT**

1. We have a plan  Yes_____ No_____ Not Sure_____	<b>ABSOLUTELY NO _____ ABSOLUTELY YES</b>									
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
2. Our plan is up to date and relevant										
3. Our plan is being executed well										
4. Our plan guides all we do										
5. Our plan is regularly assessed and annually updated										
6. Everyone in our organization knows the plan										
7. Everyone in the organization knows where they fit and their role in accomplishing the plan										
8. The leadership team and key staff feel a sense of loyalty to the plan										

Plan

Choose your three lowest scores and discuss with your coach the next steps in improving them.

*Strategic planning is a continual process that is used to set priorities, focus resources, and establish agreement on intended results. It shapes what an organization does with a focus on the future.*

## UNDERTAKING A STRATEGIC PLANNING PROCESS

### Board's Role and Staff's Role

Mission, Vision, Values	BOARD	STAFF	JOINT
Our Customers & What They Value	BOARD	STAFF	JOINT
Environmental Scan	BOARD	STAFF	JOINT
S.W.O.T. Analysis	BOARD	STAFF	JOINT
Trends	BOARD	STAFF	JOINT
Agreed Upon Assumptions	BOARD	STAFF	JOINT
Three-Year Visionary Priorities	BOARD	STAFF	JOINT
Top Five Goals	BOARD	STAFF	JOINT
Board & Senior Team Dashboard	BOARD	STAFF	JOINT
Updating Process	BOARD	STAFF	JOINT
Executive Summary	BOARD	STAFF	JOINT
The Rolling Three-Year Strategic Plan Placemat	BOARD	STAFF	JOINT

### Sample Meeting Schedule

#### Meeting #1

1. Affirm mission, core values
2. Conduct SWOTs assessment
3. Environmental scan
4. Trends and assumptions

#### Meeting #2

5. Review and affirm work from meeting #1
6. Discernment session
7. Three year visionary priorities
8. Top 5 goals
9. Assign board and senior team dashboard work

#### Meeting #3

10. Review and affirm work from meeting #2
11. Assign all remaining work
12. Create a communication plan

## OUTLINE OF THE FINAL PLAN

The Rolling Three-Year Strategic Planning Template: Fill it out—it becomes the basis for planning, case statements, and communication.

## NEXT STEPS AND WORK WITH YOUR COACH

As a team, answer these questions:

1. Do we have a strategic plan that is relevant, up-to-date, and guiding our work daily?
2. If NO, are we committed to create a plan in the next six months?
3. Do we have a clear idea of the delegation of responsibilities between the board and staff?
4. Can we see how the meeting schedule outlined above can be shaped to serve your process?
5. What role will our coach play?

# Strategic Planning 201

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Board's Role in Aligning Your Strategic Plan,  
Business Plan, and Mission



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# Strategic Planning: Using, Updating, and Evaluating the Plan

THE ROLLING THREE-YEAR STRATEGIC PLAN HAS BEEN AROUND IN A VARIETY OF FORMS. JOHN PEARSON ADAPTED AND DEVELOPED THIS TYPE OF PLANNING BECAUSE OF THE FOLLOWING:

**The premise is simple:**

- Strategic planning is done every year covering a period of three years.
- As the first year is completed, a new third year is added. There are always three years in view.

**The benefits are clear:**

- Works well for most boards and CEOs
- Functions well in simple and complex settings
- Collaborative
- Drives strategic thinking and planning into the culture of the organization
- Focused
- Communicates well

**This strategic planning process covers:**

- Future Direction, Mission, Vision, Core Values
- Our Customers and What They Value
- Environmental Scan S.W.O.T. Analysis
- Trends
- Agreed Upon Assumptions
- Three-Year Visionary Priorities
- Top Five Goals
- Board and Senior Team Dashboard
- Updating Process
- Executive Summary
- The Rolling Three-Year Strategic Plan Document







## Car Analogy

- › Strategic Plan: provides the GPS to effectively move toward the organization's agreed upon future direction



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# Strategic Planning 201

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Using, Evaluating, and Updating the Plan



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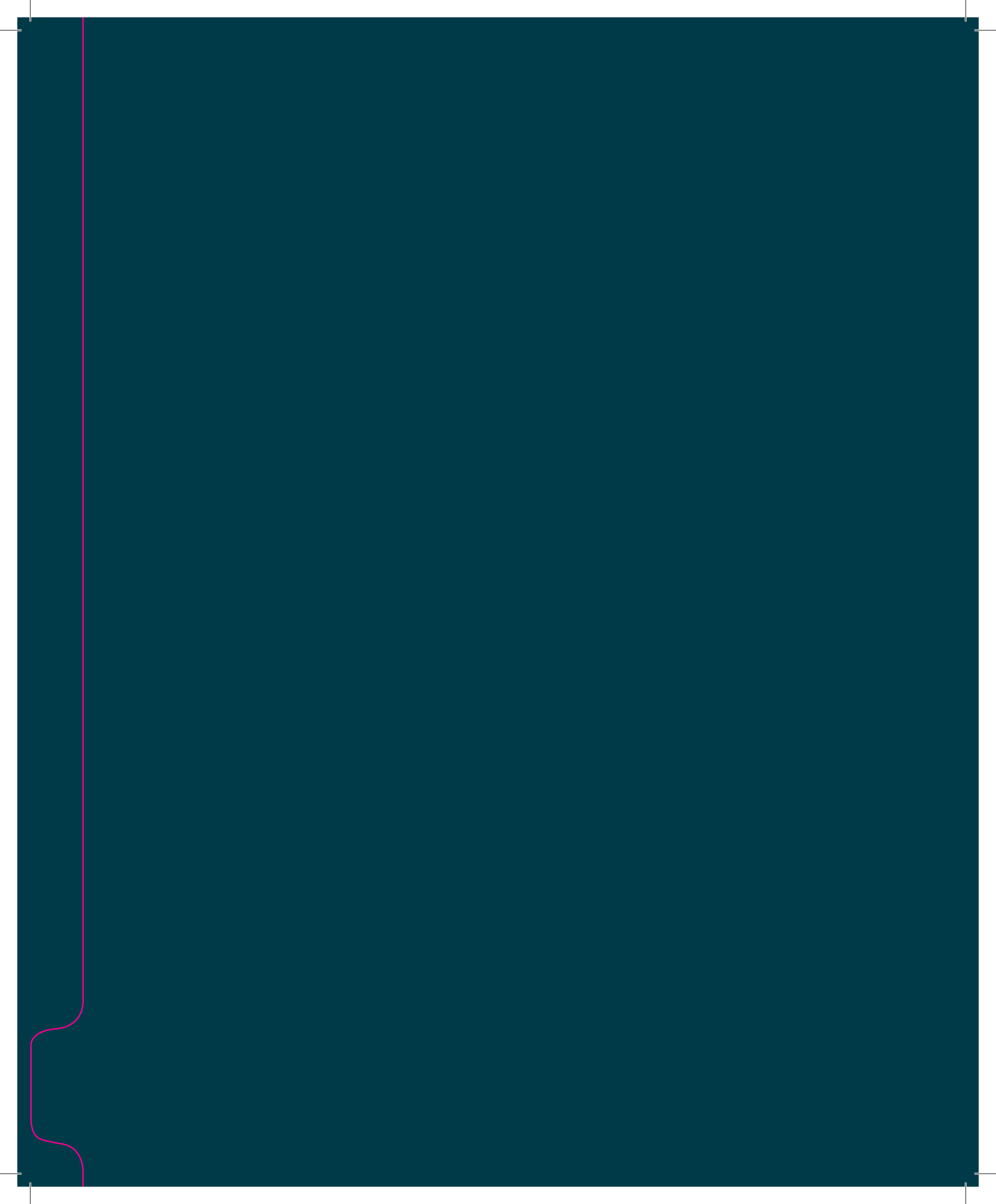






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## Coach & Presenter Bios







## Ron King

LEAD FACULTY AND BOARD COACH

Murdock Trust Board Leadership & Development

**RON KING** is a Senior Fellow at the M.J. Murdock Charitable Trust and has extensive experience in both the business and nonprofit sectors. For twenty years, Ron served as CEO of Western Family Foods. He has also served on several nonprofit boards. He holds degrees from Washington State University and the Stanford Executive Program. Ron can be contacted at [ronk@murdocktrust.org](mailto:ronk@murdocktrust.org).



## Ed McDowell

LEAD FACULTY AND BOARD COACH

Murdock Trust Board Leadership & Development

**ED McDOWELL** currently serves as the Executive Director of Warm Beach Camp and Conference Center, a ministry serving 90,000 people annually. Prior to his role at Warm Beach Camp, Ed served as Senior Pastor of a Free Methodist Church and as Dean of Students at Central College in Kansas. He holds a Bachelor of Arts in Religious Education from Seattle Pacific University, a Master of Education in Educational Counseling from Wichita State University, and an Associate of Arts degree in Christian Studies from Central Christian College of Kansas.

Ed is an experienced consultant and board member, having served on a wide variety of boards ranging from higher education, K–12 education, a crisis helpline ministry, national associations, local churches, an adoption foundation, and currently serves as the board chair for Christian Camp and Conference Association (CCCA).

To learn more about Ed's consulting ministry, or to contact him, visit: [standpoint360.com](http://standpoint360.com).



## Dr. Kimberly Thornbury

LEAD FACULTY

Murdock Trust Board Leadership & Development

**KIMBERLY THORNBURY** joins the Trust after 26 years of working in private higher education. Her work has focused on college student development, strategic planning, enrollment, new media initiatives, and marketing. She joins us from her most recent work at The King's College in New York City. Kimberly is a nationally recognized expert in crisis management and college student success. She has spoken widely at national conferences and colleges. Her insights on leadership have been featured in publications such as Christianity Today and Christian Higher Education as well as numerous chapters included in books such as Life as Triage and Christian Leadership Essentials. Kimberly has served on both national and local nonprofit boards and has been a consultant for colleges and universities for almost 15 years. She tweets about organizational development at @kthornbury and can be reached at [kimberlyt@murdocktrust.org](mailto:kimberlyt@murdocktrust.org).



## Jennifer Jukanovich

BOARD COACH

Murdock Trust Board Leadership & Development

**JENNIFER** is a Ph.D. student in the Global Leadership and Change program at Pepperdine University, co-hosts the Forum on the Future of Education in Africa Post-COVID-19 and consults with nonprofits and educational institutions. From 2013–2019, Jennifer served as Vice President for Student Life at her alma mater, Gordon College. Prior to joining the Gordon College administration, Jukanovich lived and worked in Rwanda, where her family co-founded Karisimbi Business Partners. Jennifer has previously served as the Founder and Executive Director of The Vine, executive assistant to the president of the Council for Christian Colleges and Universities, and personal assistant to President Clinton’s volunteer religious liaison and as an associate with the Renaissance Weekends. She has her B.A. in political studies from Gordon College, and earned a Master of Theology from Fuller Theological Seminary. Jennifer is active on the boards of the Boston Higher Education Resource Center, Teaching Training Together and is a lay leader of family ministries at Christ the Redeemer Anglican Church. Jennifer and her husband, Dano, live in Wenham, Massachusetts, with their three children.



## Bob King

BOARD COACH

Murdock Trust Board Leadership & Development

**BOB KING** is the founder and Principal at C.O.O. Services, LLC., which provides fractional Chief Operating Officers (C.O.O.’s) to mid-market companies and non-profits. In addition, the firm, which was started in 2008, has a retained executive search arm and consults with business owners and non-profits on exit, succession, and transition planning, Bob’s specialty. Prior to starting C.O.O. Services, Bob served as President of a national manufacturing company in the office products markets. He started his career at Georgia-Pacific Corporation, where he held a wide variety of managerial and leadership roles, culminating in being named Area President for a major division. Bob currently serves on the Board of Directors for three local corporations (a healthcare company, a trust company, and a chemical manufacturer) and two non-profits (a Christian camp and C3 Leaders). He has a BA from Middlebury College and a Master of Business from Emory University. Bob is a Certified Executive Coach, a Certified Management Consultant (CMC®), as well as being a Certified DISC Assessment Professional. Jeannie, his wife of 38+ years, and he have three adult children and 2.5 grandchildren, all who live in the greater Seattle area. He tries to live by his life mission statement, the 7 Fs.

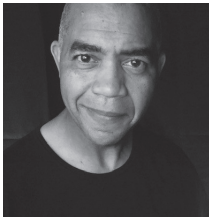


## Greg Ligon

BOARD COACH

Murdock Trust Board Leadership & Development

**GREG LIGON** serves as CEO for Ligon Group Consulting, a consulting practice dedicated to helping leaders and organizations “discover what’s next and create pathways to get there.” The organization founded by Greg and his wife, Susan, provides customized organizational consulting, leadership coaching, and strategic branding that helps defeat confusion, create focus and maximize kingdom impact. Greg has served church and non-profit leaders for over 30 years including both founding roles and executive roles in multiple organizations. He served with Leadership Network for 22 years completing his tenure there as Chief Innovation Officer and has also provided leadership in both in local church and through university ministry. Greg combines a “what’s next” spirit of innovation and a “get it done” process to his work of coaching and consulting. His work in brand management and executive coaching includes authors Max Lucado and John Eldredge and the Jesus Calling brand.



## Russell West

BOARD COACH

Murdock Trust Board Leadership & Development

For more than 30 years, West—college president, dean & professor, impact strategist, executive coach, and even Marine drill instructor for officers—has partnered with work leaders to align efforts to impact. By profession, Russ is a certified executive performance coach, facilitating C-suite decision support for Advent Health in Tampa, Ocala, North Pinnellas, and several non-acute teams (HR, Marketing, VPs). He excels at cultivating empathic work teams that leverage their strengths for uncommon social impact. In his spare time, he learns quiet from horses, autonomy from a sailboat, and whimpering through pandemic-induced yoga.



## Deboarah Wilds

BOARD COACH

Murdock Trust Board Leadership & Development

**DEBORAH WILDS** is a Senior Fellow for the Murdock Charitable Trust. Dr. Wilds has a long and distinguished career in education as a teacher, founder of an independent school, non-profit leader, and philanthropy officer. She served as president of the College Success Foundation, worked as a senior program officer for the Bill & Melinda Gates Foundation and as the deputy director of the American Council on Education’s Office of Minorities in Higher Education. She is an experienced board member and coach. She currently chairs the Board of Directors of the Equal Opportunity Schools, serves on the Seattle Pacific University Board of Trustees and coaches for the Murdock Trust’s Essentials of Development. Throughout her career, Dr. Wilds has served on public, university, and non-profit boards, including the Washington State Board of Education, Philanthropy Northwest, College Spark Washington, Council of Christian Colleges and Universities, the Corporation for Enterprise Development, and the Seattle University Board of Regents. She holds a Ph.D. in higher education policy, planning, and administration from the University of Maryland College Park.



Board Leadership  
& Development  
A MURDOCK TRUST PROGRAM

## Appendix

# BOARD OF DIRECTORS HANDBOOK AND POLICY MANUAL

## SAMPLE TABLE OF CONTENTS

### SECTION ONE: ORGANIZATION PROFILE

Introduction .....	
Mission Statement, Vision Statement, Core Values.....	
History and Heritage.....	
Key Partnerships, Memberships, Accreditation, and Associations (if applicable).....	

### SECTION TWO: GOVERNANCE STRUCTURE

The Role of the Board of Directors.....	
Board Committees and Responsibilities .....	

### SECTION THREE: GOVERNING DOCUMENTS

Articles of Incorporation .....	
Bylaws .....	
Committee Charters (If Applicable).....	

### SECTION FOUR: BOARD GOVERNANCE POLICIES MANUAL

#### Board Process Policies

Board Member Selection.....	
New Board Member Orientation.....	
Affirmation of Service Statement and Form .....	
Conflict of Interest Policy and Form.....	
Board of Directors Evaluation.....	

#### Board/President (or executive director) Relationship Policies

President Position Description .....	
President Evaluation Policy .....	
President Succession Planning Policy.....	

#### Board/President (or executive director) Relationship Policies

Enterprise Risk Management Policy .....	
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#### APPENDICES

Organizational Chart.....	
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Some organizations may have a well-developed handbook in place while others may be in the early development stages. In either case, it is important to invest the time and effort necessary to ensure it meets the needs of the organization. Thank you to the Association of Biblical Higher Education for the original version of this template.

# 3 Year Strategic Plan

## REASONS WHY STRATEGIC PLANS FAIL

Check the box that might be your most challenging issue:

- 1. Event Thinking**  
Strategic planning is viewed as an event or a task, instead of a transformational ongoing process.
- 2. Top-Down Ego**  
Strategic planning is created top-down and characterized by ego and arrogance, instead of humility and listening
- 3. Interruption**  
Strategic planning is seen as an “add-on” interruption to my “real work,” instead of becoming absolutely core to my role.
- 4. Extra Expense**  
Strategic planning is allocated as an extra expense (that is often cut) instead of a critical core investment.
- 5. Report Syndrome**  
Strategic planning conjures up complex and time-consuming exercises and reports, instead of being the servant to a simple and elegant plan that is grounded in the alignment between the mission and effective goals.
- 6. Sacred Cows**  
Strategic planning “economizes” by involving fewer and “safer” stakeholders who honor tradition, dead horses, and sacred cows, versus out-of-the-box dangerous ideas!

## REASONS WHY STRATEGIC PLANS WORK

Check the box(es) that has the best potential for improved results:

- 1. Strategy Becomes Part of the Culture**  
Strategy is part of the ongoing transformational process of organization.
- 2. Collaborative**  
Past, current, and future stakeholders are invited into the process of identifying a prioritizing the most effective steps forward for the organization.
- 3. Integrated**  
Strategy becomes a core piece of the ongoing work of the organization. It is given priority time and space in the overall workflow.
- 4. Strong Return on Investment (ROI)**  
Strategy is viewed as a primary means for creating significant ROI for the organization's mission and stewardship.
- 5. Focused and Usable**  
Strategy that works is focused on a few key initiatives with plans and tactics that are tied to vision and measurable goals.
- 6. Mission Relevancy**  
A tenacious discipline exists to express the mission in ways that are relevant to the world as we know it now, not 50 years ago.

## RECOMMENDATION

### The Rolling Three Year Strategic Plan developed by John Pearson adapted by Ed McDowell

The Rolling Three Year Strategic Plan has been around in a variety of forms.

The premise is simple:

- Strategic Planning is done every year covering a period of three years.
- As the first year is completed, a new third year is added. There are always three years in view.
- A placeholder for “beyond 3 years” is provided to keep an eye on future direction.

The benefits are clear:

- Works well for most boards, leaders, and teams
- Functions well in simple and complex settings
- Collaborative
- Drives strategic thinking and planning into the culture of the organization
- Focused & communicates well

This strategic planning process covers:

- Mission, vision, values, strategic priority
- What the people we serve value
- Environmental scan
- S.W.O.T. analysis
- Trends
- Assumptions
- Visionary priorities should change to Strategic Next Steps?
- Top 5 goals
- The rolling 3-year strategic plan template



<b>Promise</b>	Describes WHY the organization exists
<b>Mission</b>	Describes WHAT the organization does
<b>Future Direction</b>	Describes WHERE the organization is going
<b>Values</b>	Get the plan off the shelf and into the streets! Completing the plan is just the start. Now you must sell the plan.
<b>Tag Line or Slogan</b>	Unique identifier of the organization that speaks to the Promise.
<b>Strategic Next Steps</b>	Focused priorities of the organization over the next three years, updated annually. <i>It is strongly recommended to limit the organization to <u>no more than 5 in any one year.</u></i>

<b>Strategic Next Steps</b> (no more than 5)	<b>Year 1 Goal(s)</b>	<b>Year 2 Goal(s)</b>
#1		
#2		
#3		
#4		
#5		

Year 3 Goal(s)	Year 4 & beyond Goal(s)

**Note:** Limit this page to the Organization's strategic next steps and goals. Departments, teams, or divisions of the organization should develop their own set of measurable initiatives and tactics that focus on achieving the strategic next steps and goals of the organization.

# Example Board Leadership Appendices

## TEN QUESTIONS TO ASK YOURSELF BEFORE AGREEING TO SERVE ON A BOARD

1. Do I fully understand what is expected of me as a responsible board member?
2. Can I make the time available to effectively serve on the board, to do the necessary homework, to attend meetings and retreats, etc.?
3. What qualifies me to serve on this board? What would I bring to the board in terms of my experience, abilities, interests, resources, and relationships?
4. How long of a commitment am I willing to make to this organization?
5. Do I believe in this organization?
6. Do I feel truly supportive of this organization’s executive and the executive staff?
7. Is my family supportive of my serving on this board?
8. Are there hidden things in my life that would disqualify me from serving if they were known?
9. Why should I not serve?
10. Do I sense a call to serve?

## EXAMPLE: BOARD COMPOSITION MATRIX (ADJUST FOR YOUR OWN CULTURE AND GOALS)

Personal Characteristics						
Familiarity with the Organization	Vocational background		Gender Diversity			Ethnic Diversity
	For-profit	Nonprofit	Men	Women	Caucasian	Majority and minority cultures
Area of Expertise as it relates to the board	Success in promoting us among their constituencies		Ethical Authority and Stature	Personal Stature		Giving and Finding Wealth

### EXAMPLE: NEW BOARD MEMBER PROFILE

Our ideal next board member will meet the following criteria:

Age Range:

Specific Skills:

Gender:

Ethnicity:

Vocational Background:

Connections:

Ability to Give and/or Find Resources:

### EXAMPLE: BOARD MEMBER GENERAL PROFILE

Our ideal next board member will meet the following criteria:

An “Ideal” Profile...

- Cares deeply about our mission and the objectives of the organization
- Person of integrity
- Enjoys a wide network of friends and professional contacts
- Thinks independently without insisting on “my way.”
- Decisive
- Sees the big picture
- Positive and focused on the future
- Thinks critically without a critical attitude
- Is an encourager, a cheerleader for the whole group, including the senior executive
- At ease in an advising relationship with the senior executive
- Keeps priorities clear while able to sort details in a confusing situation
- “Fits” with current board members
- Humble and not judgmental

- Demonstrates ability to delegate effectively
- Spouse is supportive of their service on the board
- No conflict of interests
- Has a servant-leader attitude—“How can I help the group win?”
- Willing to work, to do homework, to serve
- Brings a wide variety of successful experiences
- Has rebounded from failure with integrity
- Demonstrates a commitment to honesty, loyalty, and excellence
- Understands the importance of confidentiality
- Desires to grow and to learn

#### EXAMPLE: BOARD MEMBER ROLES AND RESPONSIBILITIES

1. To appreciate, recognize, and encourage everyone who contributes to the organization
2. Finance
  - a. To make certain the organization operates in a fiscally responsible manner as stewards of the resources and adheres to policies and regulations regarding its financial management
3. Strategy
  - a. To review, refine, approve, and track the strategic plan which includes:
    1. The vision, mission, and core values
    2. Three-year goals
    3. The three-year strategy and one-year implementation plan
    4. The funding plan
4. Resources
  - a. Understand how all aspects of the organization are resourced
5. Problem Solving
  - a. To work effectively as a team member on the board in making decisions
6. Governance
  - a. To support the operation of an effective board including:

1. Constitutions and bylaws
2. Policy and procedure manual
3. Board minutes
4. Financial records
7. Hire, evaluate, release the senior executive
8. Maintain a standard of excellence

#### EXAMPLE: SELECTION PROCESS FOR NEW BOARD MEMBERS

1. Board appoints nominating committee
2. Committee drafts list of candidates and begins a profile on each candidate
3. Senior executive reviews the candidates list
4. Board reviews/approves the candidates list.
5. Nominating committee contacts potential board members
6. Nominee receives prospective board member packet:
  - a. Board member profile
  - b. Selection process
  - c. The affirmation statement (leadership commitment)
  - d. Strategic plan
  - e. Roles and responsibilities of board members
  - f. Current board roster
7. Interested nominees invited to attend one board meeting
8. Nominee's references checked
9. Committee recommendation presented to the board
10. Approval given
11. Board extends official invitation
12. Sign the affirmation statement (leadership commitment)
13. New member orientation

# Board Of Directors – Board Nominee Orientation Binder

## TABLE OF CONTENTS (31 TABS)

<b>INTRODUCTORY MATERIALS</b>	
1	Introduction from the Chairman of the Board of Directors
2	General Brochures, Publications, (eNewsletter, Website Outline, etc.)
3	Historical Snapshot, Honors, Awards, Notable News Clippings
<b>BOARD OF DIRECTORS</b>	
4	Current Board Members (Mini-Bios), Committees and Volunteer Structure
5	Board Member Annual Affirmation Statement <ul style="list-style-type: none"> <li>• Future Board Meetings</li> <li>• Letter of Invitation to Serve and Biographical Response Form</li> </ul>
6	Nomination and Election Procedures
7	Bylaws, Articles of Incorporation, etc.
8	Board Policies Manual
9	Conflict of Interest Disclosure Letter
10	Former Board Members & Board Chairs
11	Board Meeting Agenda/Pages (of most recent meeting)—sample
12	Board Issues for Next 3 Years; Skeletons!
<b>FINANCE, BUDGET, IRS REPORTS</b>	
13	Annual Budget
14	Current Financial Reports
15	Audited Financial Statements
16	Profile and Public Statistics
17	IRS Form 990 (Return of Org. Exempt from Income Tax)



<b>STRATEGIC PLAN &amp; METRICS</b>	
18	Annual Satisfaction Surveys
19	CEO SMART Goals & Board/CEO Accountability Process (Dashboard)
20	Leading Indicators/Key Performance Indicators (KPIs), Statistics (charts and graphs)
21	Peter Drucker's "Five Questions Every Nonprofit Organization Must Answer"
22	"Radar Issues" (One-Pager)—"Our Assumptions About the Next 3 Years"
<b>TEAM MEMBERS</b>	
23	Organizational Chart & Mini-Position Descriptions: Staff Contact Info
24	Team Member Mini-Bios; CEO Bio, CEO's Top-5 "Strengths" (StrengthsFinder.com)
25	Confidential Compensation Schedule
<b>DEVELOPMENT</b>	
26	Donor Development Program—Snapshot
27	Direct Mail, Campaign/Project, Brochure Samples
28	Development Program Annual and Three-year Goals
<b>PROGRAMS AND SERVICES</b>	
29	"Menu" of Programs and Services for "Primary Customers" and "Supporting Customers"
30	Other

# Board Matrix

BOARD MEMBER	Susie Smith	Jim Jackson		
State				
Business		X		
Male		X		
Female	X			
White	X			
Person of Color		X		
<30		X		
30-50	X			
>50				
Connectivity 1-10*	8	9		
Funding 1-10**	10	10		
Fundraising				
Governance	X	X		
Nonprofit Leadership	X			
Nonprofit Finance	X			
Foundation				
Marketing	X			
Salesforce				
IT				
Event Planning	X			
Business		X		
Strategic Planning	X	X		



# Succession Planning

## OVERVIEW

The \_\_\_\_\_ Board of Directors, in conjunction with the Executive Director, is committed to establishing and maintaining an effective process for succession planning and succession thinking into the culture and workflow of the organization of \_\_\_\_\_

To accomplish this work, the \_\_\_\_\_ Board assigned the work to the Trusteeship/HR Committee of the Board, Executive Director and the \_\_\_\_\_ (consultant, if deemed helpful) The work has been developed with the following priorities in mind:

- Succession planning intentionally addresses the vulnerabilities of transition, while speaking to the needs of the future in a thoughtful and beneficial way to everyone involved.
- Developing a deeper bench of staff leadership is a key priority for the Executive Director and should be a regular topic of discussion with the board. The board continues to see its primary personnel function as the hiring, evaluating, encouraging and releasing of the Executive Director.
- Establishing an emergency succession plan related specifically to the Executive Director is meant to help \_\_\_\_\_ be prepared and ready in the event of an unanticipated crisis. Thinking this through ahead of time provides a path of stability in the moment of a real crisis.
- Board succession planning also needs thoughtful consideration. The board committee on governance is encouraged to give intentional thought to the effective identification and cultivation of prospective board members. The \_\_\_\_\_ Board is also encouraged to adopt effective means of evaluation and discussion related to effectiveness and transitions.
- Succession planning is meant to be part of the annual workflow of the Board, Executive Director and leadership staff. It is not an event or a document. It is ongoing work about preparing for the future strength and health of \_\_\_\_\_. To be reviewed annually via the Trusteeship/HR Committee.
- A key component of ongoing succession planning is imbedded in the annual review process:
  - The Board, via the Trusteeship/HR Committee with the Executive Director
  - The Executive Director with key leaders of \_\_\_\_\_

## EMERGENCY SUCCESSION PLAN

### Policies related to the Death or Extended Leave of the Executive Director – General Policy

#### Death of Executive Director, Care of Surviving Spouse

##### Duration of Housing

XX months

- Can be extended based on agreement between any new Executive Director, the former director's spouse, and the Board

##### Duration of Pay (if spouse is an employee of \_\_\_\_\_ )

As an employee, the spouse's pay would continue along with the job. It is assumed the spouse would continue to work after the executive director's death.

- Should the spouse wish to end employment within the first year of the start of a new Executive Director, the spouse would be paid for an additional XX months beyond the last day of work.

##### Benefits

If the spouse is an employee of \_\_\_\_\_, the spouse would be entitled to any applicable benefits.

- Since the death of the Executive Director is a qualifying event for benefit enrollment outside of the annual enrollment window, it is assumed the spouse would enroll if the spouse wishes.
- Should the spouse wish to exit the organization as described under Duration of Pay, benefits would continue along with pay until the end of the XX-month window.

If the spouse is not an employee of \_\_\_\_\_, \_\_\_\_\_ would make a one-time payment to the spouse equivalent to the cost of YY months of COBRA (or similar health insurance cost) plus any applicable tax payments for the same health benefits that \_\_\_\_\_ are providing at the time of the death of the Executive Director.

#### Extended Leave of Current Executive Director

##### Creation of Extended Leave, Medical, and Pay and Benefits status

If leave is needed beyond the twelve weeks available via FMLA, the HR Committee can review the leave request and make a recommendation to the Board for additional leave up to ZZ months.

- The Executive Director would receive full pay during this time (or partial pay from \_\_\_\_\_ to fill any pay gap not supported by any insurance) and all benefits including housing would continue.

### Spouse, Housing, Pay, and Benefits

- Housing, pay, and benefits would continue with no change for the spouse of the Executive Director if the spouse is an employee
- Housing would continue with no change for the spouse of the Executive Director.
  - It is assumed that benefits, like pay, would continue for the Executive Director during an extended medical leave.

### Creation of Sabbatical

If the Executive Director requests a Sabbatical, the HR Committee will create a recommendation for Board approval

- Guidelines for Extended Leave (Medical) are suggested as a framework for a sabbatical leave but the HR Committee can make a specific recommendation based on the needs of The Organization and the Executive Director

### Interim Director

In the event of the death, extended leave or sabbatical of the Executive Director, \_\_\_\_\_ will be named the Interim Director.

- The Interim Director role is expected to last no longer than twelve months
- If the spouse of the Executive Director is an employee, it is expected that the spouse would continue to report to their supervisor as designed in the organizational structure prior to the departure of the Executive Director
- The \_\_\_\_\_ Board is expected to continue to support the interim director and the organizations from a governance perspective as it does currently
  - The Chair and HR Committee should determine with the Interim Director if there are specific areas that need additional support or coaching beyond the governance work to ensure that needs are addressed and roles are clear
  - The Chair, the HR Committee Lead, and Interim Director are expected to have frequent contact during this time

### SPOKESPERSON ROUGH SCRIPT

\_\_\_\_\_ will act as the official spokesperson for the organization and be responsible for any news to be published on social media, website or a press release. Any announcements will be run past the Chairman to ensure consistency with Board intentions and discussions.

## Key Communication

### Day #1. Announcement of E. D's Death, Disability, Inability to serve

"We are saddened to announce our long time Executive Director of \_\_\_\_\_ (was killed) (succumbed to a long illness) (has suffered a traumatic injury) today.

[Insert some additional information, as appropriate, about the circumstances.... people will want to know "what happened" and they should be told as part of the moving ahead process. Let's control the news and eliminate any speculation.]

### Day #2A. Announcement of Interim Director to Full-time Staff

Message to Staff: The Board of \_\_\_\_\_ wants you to know how grateful we are to you. We are committed to standing together through this time of unexpected transition. It comes as no surprise to you that \_\_\_\_\_ (E.D.) and the Board has worked very intentionally to prepare for a time like this. Although we hoped this would never happen, we are prepared. Here are a few things to know:

- \_\_\_\_\_ is going to serve as the interim leader. (add a few qualifying reasons)
- Team effort from all of us is going to be very important. We need each other and are in this together, as we continue to live out our mission together.
- The \_\_\_\_\_ Board has confidence in you to walk the organization through this time.

A special "all staff" meeting has been called for \_\_\_\_\_ at \_\_\_\_\_ (location). \_\_\_\_\_, Board Chair, and one or two other board members will be at the meeting to answer questions and to help think through any immediate concerns regarding sustaining the momentum of the organization. \_\_\_\_\_ will be responsible for any communications with the various constituencies, and the staff should refrain from making any public statements at this time.

We are asking that God make us stronger through this time of unexpected loss and change.

With gratitude for each one of you,

### Day #2B. Announcement of Interim Director to Key Stakeholders

\_\_\_\_\_, Board Chair of \_\_\_\_\_, announced today that \_\_\_\_\_ will serve as Interim Director in the immediate future. \_\_\_\_\_ has been a key member of the \_\_\_\_\_ since \_\_\_\_\_ and has demonstrated his love for the organization. Please join us in encouraging \_\_\_\_\_ as he/she stands in the leadership gap for this season and time.

### Day #3. Announcement for Memorial Service

A celebration of life service, to honor (Name of Executive Director), will be held on \_\_\_\_\_ at \_\_\_\_\_.

Grieving and Guided: As we move through this time of grieving, we are also grateful for the guidance for a time such as this that was developed intentionally and thoughtfully with the Board and \_\_\_\_\_ (Executive Director). As we reflect with gratitude on \_\_\_\_\_'s life and leadership, we also move forward with a process that:

- Ensures organization stability with a strong transition team
- Thoughtfully prepares a search process for the next leader of \_\_\_\_\_
- Invites you to join with us in this time of unexpected transition.

Search Committee for new Executive Director: \_\_\_\_\_ Board of Directors is pleased to announce the establishment of the search committee for the next Executive Director of \_\_\_\_\_. Attached is a position description. Please feel free to share this with people that you think would be a good fit. Thank you.

### Additional Board topics to discuss and, potentially, use:

1. Key person insurance
  - a. Who is the beneficiary?
  - b. Can the benefits be split?
2. Disability insurance
3. Should the Board consider hiring a 'search' firm?
4. Should a Search Committee (temporary) be appointed?





**Rolling Three-Year Strategic Plan**

**FYs 2018-2020**

**Current year measurement beginning Oct. 1, 2019**

**Submitted by Gregg Hunter, President/CEO**



## CCCA MISSION

CCCA exists to maximize ministry for member camps and conference centers.

## CCCA VISION

CCCA will become an indispensable partner for Christian camps and conference centers across the United States because of the programs, products and services we provide to members. CCCA will be known among all Christian camps and conferences for helping members foster God's work in guests' lives.

## STRATEGIC PLAN OVERVIEW

This is a rolling, three-year strategic plan that is updated annually prior to the beginning of each fiscal year and presented to the CCCA board of directors for discussion and approval. In the past, many elements in the plan originated in brainstorming and discussion with the board and were then analyzed and crafted into tactics by the CCCA team. This year, following the April board meeting, board members were invited to submit suggestions, feedback or ideas to help shape changes to the FY 19-20 plan. The most common suggestion given by board members was, "keep doing what you're doing, just go deeper."

The result is a plan that is similar to the current year plan, with updates and a few new tactics that were inspired by the board's input.

## STRATEGIC PLAN FY 2019-20

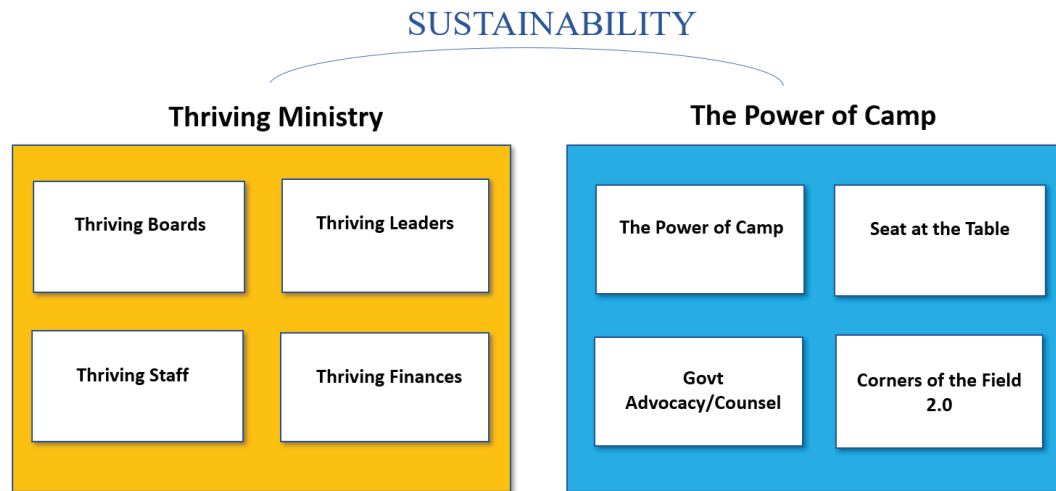
During fiscal year 2017-18, we introduced a new approach to the identified strategic initiatives of CCCA, brought about through brainstorming and conversation among CCCA board members and follow-up meetings of the CCCA leadership team. With board input in mind, we will go deeper and continue the good work started over the past two years, believing the efforts require additional time.

As a reminder, the earlier discussions with board members and meetings with the leadership team led us to identify one key "umbrella" topic that gives overall focus in pursuit of our mission: **Sustainability**. Below is a recap of the plan's approach:

We have received input from the board and many CCCA members about the needs, challenges and threats faced by Christian camp professionals. Taken in their entirety, the list of challenges can be addressed by increasing and improving each ministry's sustainability. For our purposes, sustainability is a holistic idea – not simply related to financial or environmental concerns. **For our purposes, sustainability is defined as "the long-term ability to maintain a rate of growth or existence."**



Rather than three or four stand-alone initiatives, which all have supported maximizing ministry for members, we propose to continue focusing on one principle for the fiscal year – **Sustainability** – supported by two strategic initiatives, **Thriving Ministry** and **The Power of Camp**. These initiatives are each comprised of distinct efforts that we believe have the potential for powerful impact on the sustainability of camp ministries across the U.S. The graphic below paints a picture of the organization of these plan elements.



In the following section, I will explain the purpose of each effort and the ways it will benefit members. After this section of definition, I will share **tactics and measurable goals** for each.

## Thriving Ministry

We have identified four important elements of a thriving ministry that CCCA will focus on supporting in the coming year, which, when taken together, address a large percentage of the challenges facing camp and conference professionals:

1. **Thriving Boards**
2. **Thriving Leaders**
3. **Thriving Staff**
4. **Thriving Finances**



## 1. Thriving Boards

### Purpose

- To teach strategic competencies that are essential to board and organizational health.
- To deliver personalized coaching for each participating camp ministry to enhance growth and sustainability.
- To expand the existing CCCA Thriving Boards program, developed and funded in the northwest, to other parts of the country so that many other CCCA member ministries may benefit. During the 2019-20 fiscal year we will launch Thriving Boards in the northeast, with key camp leaders serving as catalysts and advisors for developing this program in that region.

## 2. Thriving Leaders

### Purpose

- To equip leaders at Christian camps and conference centers to develop or enhance their leadership skills, particularly in light of the cultural, social and religious climate of our time.
- To address the needs of the thought leaders and larger camps within the CCCA membership.
- To support section leadership to further strengthen the movement of Christian camping and CCCA's role in it.

## 3. Thriving Staff

### Purpose

- To assist in recruiting quality staff at member ministries, including addressing the growing challenge of recruiting summer staff.
- To grow and develop staff at Christian camps and conference centers to help them serve with excellence in the unique ministry environment.

## 4. Thriving Finances

Financial matters have long been one of the greatest threats to the sustainability of Christian camps and conference centers in the U.S. Our efforts will seek to provide additional resources and education to address this need.

### Purpose

- To equip camps and conferences to develop fundraising strategies and tactics that will provide financial support for their ministries in the near- and long-term.



- To develop specific tactics and tools that members can choose to implement to help increase the financial stability of their ministry.

## the power of camp®

The Power of Camp has been an approved Strategic Initiative of CCCA for several years. We plan to continue the types of tactics we've employed in this initiative to raise the awareness of, and the esteem for, the Christian camp and conference experience. Last year, we added three additional efforts to maximize this strategy, while continuing our traditional "The Power of Camp" efforts of the same name (see No. 4, below):

1. **Seat at the Table**
2. **Corners of the Field 2.0**
3. **Government Advocacy/Counsel**
4. **The Power of Camp**

### 1. Seat at the Table

#### Purpose

- To ensure that Christian camps and conference ministries have a voice when topics relevant to their ministries are discussed by Christian and social leaders; topics such as youth culture, providing hope to youth in crisis, evangelism, marriage and family development, Bible literacy, the future of the church and other critical issues. This effort aims to ensure that Christian camping is viewed as a valuable partner in evangelism and spiritual formation as well as culture shaping and grooming of next gen leaders.

### 2. Corners of the Field 2.0

#### Purpose

- To raise awareness nationally among Christian camps about the benefits of hosting foster children for a camp experience.
- More broadly, to positively impact the future of kids in the foster system by providing an avenue to a camp experience that provides hope, positive role models, and a safe, loving environment in which kids can learn about Jesus.
- To share examples with CCCA members of how other camps are reaching out to this community of young people and changing their lives.



- To raise funds nationally for this effort to benefit member camps in hosting foster kids.
- To make a measurable difference in the world, and especially among at-risk and impoverished youth who are often forgotten by a traditional youth ministry approach.

### 3. Government Advocacy/Counsel

#### Purpose

- To keep a finger on the pulse of federal, state and local laws and regulations that can impact the way CCCA members conduct their ministries and communicate what we learn.
- To record effective opposition to laws that are overturned or defeated in state legislatures for the benefit of camp and conference ministries.
- To share these victories with CCCA members so they have an example to follow in the event that they face a similar challenge.
- To advise members/sections/regions how to appeal to lawmakers or government entities for the best possible outcome.

### 4. The Power of Camp

The Power of Camp has become more than a campaign – it has become a vital communications strategy for CCCA. It has allowed us to create tools that are highly useable by members. It has also allowed us to model for members how to engage supporters on social media, how to tell their stories well and how to talk about the impact of the camp experience. Our engagement numbers continue to grow on social media. We see an increasing impact of The Power of Camp as more and more members are using the tools.

#### Purpose

- To raise the awareness of, and esteem for, the Christian camp and conference experience.

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## Tactics and Goals

### THRIVING MINISTRY

#### Thriving Boards Tactics and Goals

- Kick off the Thriving Boards program in the Northeast.



**Goal:** Secure participation of 10 camps in the Northeast.

- Continue to deliver Thriving Boards program in five northwestern states

**Goal:** For 2019-20, 12 camps participating in yearlong program in the Northwest

- Connect with funding sources (foundations, individuals) for program expansion outside the Northwest, either for fully funding the Northeast, or growth in another part of the U.S.

**Goal:** Submit funding proposal (grant application) with one non-NW foundation

- Deploy best practices throughout CCCA publications to educate camps about board roles and responsibilities.

**Goal:** Produce regular column in *InSite* – three issues in FY 19-20 on Thriving Boards. Include Thriving Boards recommendations or lessons learned in at least six issues of *Flint & Steel*.

#### Thriving Leaders Tactics and Goals

- Create tools to support section leadership in building more effective Sectional conferences.

**Goals:**

Enhance the section manual to include a robust guide to creating a great sectional conference.

Invest in by being more intentional in communication and training, and help elevate the importance of these volunteer roles.

- Focused EIT webinars and communications products around leadership

**Goals:**

Schedule three EITs that have a leadership focus

Print four leadership segments in *InSite* featuring the voices of seasoned leaders and emerging leaders

Book five presenters/seminar leaders at the national conference who specialize in leadership development and deliver content either from the main stage or in seminars

#### Thriving Staff Tactics and Goals



- Research best practices for recruiting **summer staff**, share strategies with all members

**Goals:**

From November – April, publish one recruitment tip per issue in *Flint & Steel*

Seed Christian Camp Forums with five provocative questions about recruiting to help foster a conversation across the movement. Promote on social media to increase engagement

Host a “Roundtable” conference call with camp staff responsible for recruiting

- Promote the enhanced job-posting benefit to serve even more camp/conference members, making recruiting efforts easier and more effective

**Goal:** Facilitate a 10 percent growth in the number of job seeker profiles posted on the CCCA job site and a 10 percent increase in responses to job openings

- Help fuel recruitment of **seasonal and full-time staff** with a national outreach strategy

**Goals:**

Create five social media graphics promoting summer camp jobs, deploy them from November through May.

Send an eblast to targeted lists of job seekers and their advocates to promote working at summer camp. (College guidance counselors, college-targeted publications)

Create 10 testimonial stories and accompanying social graphics about the benefit of working at summer camp. Deploy from November to May.

Reach out to youth workers encouraging them to recommend working at summer camp as a discipleship opportunity for their older students.

### Thriving Finances Tactics and Goals

- Assist in securing funding for a national development program called Thriving Finances.

**Goal:** Secure a grant that pays for a development coach development coach (through Mission Increase) who will be a CCCA staff member, dedicated to serving member camps and conference centers.





- Identify the most beneficial tactics used by camps to provide financial support, both near-term and long-term, with a special emphasis on planning for the future. Harvest expert content from Mission Increase and craft communication pieces around it.

**Goals:**

Deploy those tips to members through CCCA communications vehicles

Publish a finance column in every other issue of *InSite* magazine

Deliver at least one EIT focused on development

Promote archived EITs, InSite articles and conference recordings about fund raising

## THE POWER OF CAMP

### Seat at the Table Tactics and Goals

- Work with a consultant who can broker meetings and relationships with senior leaders of nonprofits, ministries and businesses. Evaluate existing travel for connection opportunities.
- Goal:** Conduct 10 meetings with key leaders

- Schedule Monthly Ministry Meetings with leaders of ministries across the country, to learn about their ministry focus and share about CCCA's vision and plan

**Goal:** Attend 12 meetings by phone, Skype or in person

- Raise awareness of camp and build relationships in youth and family ministry community

**Goal:** Exhibit at Orange Conference or NYWC or NNYM and follow up with promotional emails to secure 200 new names in our database

- Attend national meetings of Christian leaders on topics such as: building cross-cultural relationships and understanding, youth outreach, youth challenges, or marriage and family

**Goal:** Attend three meetings

### Corners of the Field 2.0 Tactics and Goals



- Raise or donate money to send financially challenged kids to camp; focus on getting kids in foster care to camp, in an effort to radically change their statistically predicted future

**Goal:** Raise or contribute \$45,000 in scholarship money for summer of 2018

- Secure cause-marketing relationship with strategic company, to benefit CCCA's effort to help fund foster kids' experience at camp

**Goal:** Recruit one key company whose name will lend credibility to the effort

- Use social media to raise awareness for this campaign.

**Goal:** Create six shareable graphics and two blog posts about the campaign.

#### **Government Advocacy/Counsel Tactics and Goals**

- Continue the contractor relationship with government affairs expert who will inform CCCA and its members about the specific challenges posed by federal, state and local laws

**Goal:** One expert on retainer who can provide consulting services to CCCA

- Working with this expert, publish – or in other ways distribute to members – the challenges that have been introduced to camps, the strategies camps have employed to overcome them, and the results both good and bad that have been realized

**Goal:** Quarterly publish results, in *Flint & Steel*, *InSite*, EIT, or other independent communication tool

#### **The Power of Camp (Sub-initiative) Tactics and Goals**

- Raise the awareness of, and esteem for, the Christian camp and conference experience.

**Goals:**

Deploy an average of seven social media posts a week

Grow social engagement by 10%

Post 15 blog posts

Publish five testimonials from influencers

Place two pieces with media (magazine, TV, radio, newspaper or online)




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## STRATEGIC EFFORTS

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In addition to the strategic initiatives proposed in the three-year plan, CCCA has adopted **Strategic Efforts**, labeled “SE” below, may or may not require significant investment of time from the President/CEO and other leaders. But they are included in the Strategic Plan to show the breadth of CCCA’s vision for impacting members and the movement.

**SE** **Christian Camping impact research** – Begun in fiscal year 2014-15, CCCA’s effort to collect data and communicate powerfully through research is still under way. Research efforts for the coming year include:

- **The Power of Camp Study** conducted by Dr. Jacob Sorenson. We will conduct the second CCCA study to capture and measure the positive impact a camp experience can have upon a child or teen.

The summer staff impact study by Wheaton College may continue outside the banner of CCCA and “The Power of Camp,” but CCCA will assist Wheaton in recruiting participants and Wheaton will share results with CCCA for publication.

**SE** **CCCA a Thriving Organization** – To provide the greatest value to members, thereby fulfilling our mission to maximize ministries, CCCA must be a healthy, thriving organization.

- **Membership Retention and Recruitment** – We have adopted the aggressive goal of 92 percent retention of current members, and a targeted average of 850 members for the fiscal year. We will pursue a more hands-on approach through the sections, connecting with current section leaders and through them, to non-members in the sections.
- **Strengthening and Communicating Member Benefits** – We will pursue stronger, and perhaps *new*, relationships with our preferred providers in food service and insurance, and will seek to grow this network with other product/service providers. We will refine our strategy about communicating the benefits of membership including clear and compelling communication about these and other benefits.
- **Organizational Behaviors** – CCCA continues to emphasize our established organizational behaviors as our covenant to one another for building a healthy, effective team culture. The next CCCA Staff Culture Survey will be administered in late winter 2020 and results delivered to the board at the April meeting.

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M.J. Murdock  
CHARITABLE TRUST