

# Board Leadership & Development Program 2022

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Resource Book  
May 2–3 & June 6–7, 2022

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Board Leadership  
& Development

A MURDOCK TRUST PROGRAM

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# Board Leadership & Development Program 2022

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

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# Top Five Strategic Next Steps

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Ensuring the Organization  
for the Long Term



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# Top Five Strategic Next Steps

Organization Name:

STRATEGIC STEP 1		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 2		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 3		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 4		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 5		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No





# Setting the Stage

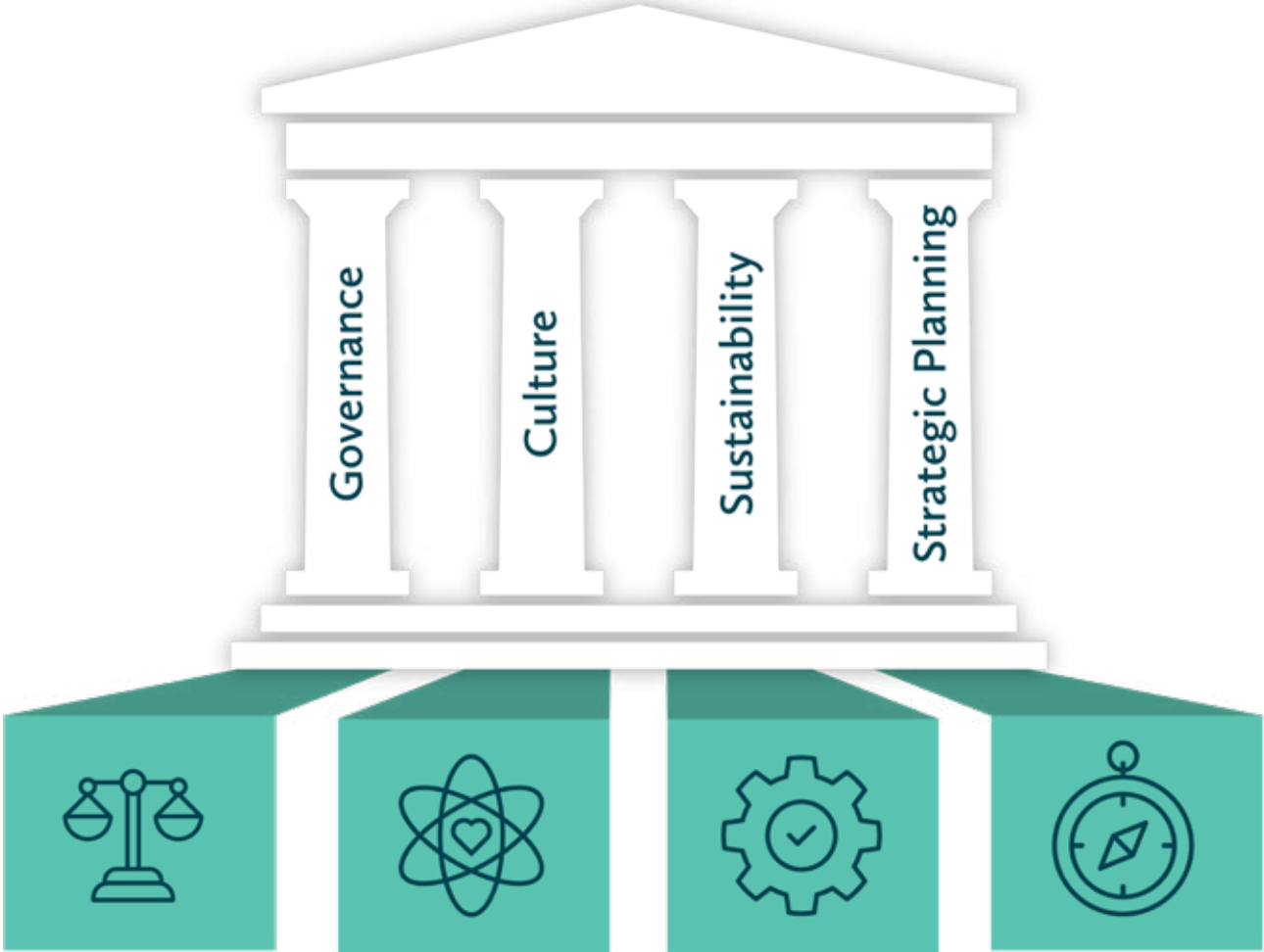
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Four Characteristics of a High  
Performing Board & Seven Keys  
for an Effective Board Meeting



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# Board Leadership Pillars



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## A High Performing Board...

1. Agrees on the governance model and philosophy (Effective **Governance** Practices)
2. Defines and maintains a healthy, mission-centered board culture (Healthy/Faithful Board **Culture**)
3. Commits to deep understanding of the organization and its context/marketplace (**Sustainable** Organizational Framework)
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*



## 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 Executive Director'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 Executive Director.
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: 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: \_\_\_\_\_

# Annual Affirmation Statement

XYZ ORGANIZATION

I affirm my commitment to use my time, talent, and treasure for the advancement of XYZ Organization. I believe I am a good fit for this organization and I accept this role and responsibility with joy.

## Board Responsibilities:

### 1. GOVERNANCE HAT

Circle: Yes or No

Yes No I affirm the mission and vision of XYZ Organization.

Yes No I will serve faithfully on the board with my family's understanding of the commitments I am making for my time, talent, and treasure.

Yes No I will actively support the Executive Director, staff, and other members of the board.

Yes No I will attend and be prepared for board meetings, committee assignments, and taskforces. I will participate in regularly scheduled conference calls.

Yes No I will prioritize XYZ to be in my top three organizations' annual giving. I understand donors and foundations expect XYZ board members will be the most committed group of donors.

Yes No I will seek to influence my colleagues, my company, potential donors and foundations to volunteer and give to XYZ Organization.

Yes No I am committed to being a person of integrity and sound character.

Yes No I will carefully consider opportunities to serve on board committees.

Yes No If I am unable to execute my responsibilities on the board, I will resign so that the board has the support, committed time, talent, and treasure of an active board member.

## 2. VOLUNTEER HAT

*Circle: Yes or No*

- Yes No I understand that volunteering at XYZ is separate from my responsibility as a board member. If I do volunteer, XYZ will place me in a role that leverages my talents and strengths.
- Yes No I will respect the lines of authority by not bringing volunteer ideas, issues, or recommendations to the board. I will work with the staff who coordinates my volunteer work.
- Yes No I will consider opportunities for volunteering such as representing XYZ at events, meeting potential donors with the Executive Director, and serving at an event or on a committee or taskforce.

## 3. PARTICIPANT HAT

*Circle: Yes or No*

- Yes No I am expected to attend select events each year. I also understand that married board members are encouraged to involve their spouses in these events.
- Yes No I will encourage people to get involved with XYZ and to participate in events.
- Yes No I will participate in at least one event each year at my own expense.

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

Term: \_\_\_\_\_

Sign Name: \_\_\_\_\_

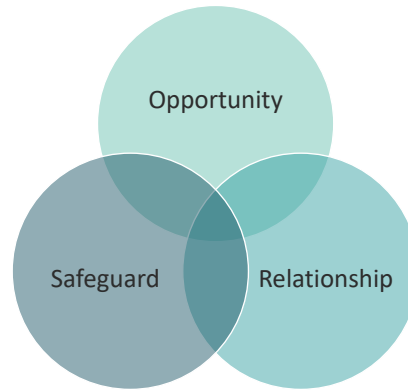
Date: \_\_\_\_\_



# 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, Executive Director, staff, volunteers, and constituency. Succession plans are a good example of how people will be cared for in crisis or planned transitions.



# The Taxi

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




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# The Corral

- › Board Policies as Safeguards
- › Case Study



# Governance

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



# Board Governance Assessment

## BOARD ACTIVITY

LOW				HIGH
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**

LOW			HIGH	
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 Executive Director’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

LOW			HIGH	
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

LOW			HIGH	
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 a ministry 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

1. Information provided by staff is adequate to ensure effective board governance and decision-making.
2. Committee structure addresses the organization's primary areas of operation.
3. Committees have thorough agendas and minutes for each meeting.
4. Committees address issues of substance.

LOW				HIGH
1	2	3	4	5

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### BOARD MEETINGS

1. Board meetings are frequent enough to ensure effective governance.
2. Board meetings are long enough to accomplish the board's work.
3. Board members fully and positively participate in discussions.

LOW				HIGH
1	2	3	4	5

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### BOARD MEMBERSHIP

1. The board size is adequate to effectively govern the organization.
2. The board has a range of talents, experience, and knowledge to accomplish its role.
3. The board uses its members' talents and skills effectively.

LOW				HIGH
1	2	3	4	5

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### BOARD MEMBERSHIP

LOW			HIGH	
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

LOW			HIGH	
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



Multiple horizontal lines for notes.

# 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



# 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



## 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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**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Governance 201

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## Succession Planning



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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?

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b. How much money can be spent?

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2. When, what, and to whom do we communicate?

a. Organization

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b. Donors

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c. Family

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d. Insurance—should you have it?

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e. Constituents

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f. Bank

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g. Others?

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3. What about the organization?

a. Who is in charge?

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b. Will we pay them extra?

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c. How do we communicate?

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d. Is there an interim leader?

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e. Do we start a search?

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f. How is the search to be paid for?

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4. What about the family?

a. Do they know?

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b. What can be done to ease the pain?

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# Succession Planning

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



# 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 Executive Director evaluation process, if there is one
  - › Marginal performance by Executive Director
  - › 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 Executive Director?
- › Insecurity of 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 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?



## Questions to Answer:



Does the board have a formal evaluation process?



Does the board require SMART\* goals and are they measured annually by the Executive Director?



Is there a strategic plan?

› Once these questions are answered by the board and the Executive Director, you will have 90% of your Succession Plan complete.



\*SMART: Specific, Measurable, Achievable, Relevant, Time-Bound



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**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Governance 201

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The Board/Executive Director 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 Executive Director
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 Executive Director	Organization long-term goals are set by the Executive Director
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 Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director
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 Executive Director 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 Executive Director		
4. “Adjourned is adjourned”—individual board members have no authority outside board meetings		
5. All execution and implementation assigned to Executive Director		
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 Executive Director’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.



## 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 Executive Director on challenging realities.
10. To... [insert your own temptation]



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**WORKSHEET:**

# Where is Your Board on the “Policy Governance®” Continuum?

ADAPTED FROM JOHN CARVER’S “POLICY GOVERNANCE®” LIST OF BOARD ROLES

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

“THE STARTER LIST”	ALWAYS										NEVER										
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	
<b>THE BOARD</b>																					
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 Executive Director’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 Executive Director's Operating Style?

**CIRCLE 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

**CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR EXECUTIVE DIRECTOR'S OPERATING STYLE TODAY**

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



**WORKSHEET:**

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

Now take this second self-assessment below.

**CIRCLE 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

**CIRCLE THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR EXECUTIVE DIRECTOR'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS**

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



**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Culture 101

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How Does Your Board Conduct Itself?



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*“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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\*\*Note: for ongoing metrics, current year data is "to date" unless otherwise noted

Highest Value (past 4 years)	Current Year
Lowest value (past 4 years)	Last Year

Change from previous year

↓   ↑   →

Lower   Higher   No Change



\*blank or N/A if last year or current year are unavailable

**KEY METRICS**

Undergraduate Applications (14-15 Add'l Application Requirements)		6-year Graduation Rate		Traditional Full-Time Students (Matriculated)		First-time, Full-time Freshman Retention (fall to fall)	
4,577	4,577 ↑	61.4%	52.9% ↓	563	473 ↓	68.4%	N/A
3,033	3,033	50.9%	61.4%	453	488 ↓	60.0%	64.0%

Full-time based traditional overall student retention (spring to fall)		Total fall non-duplicating head count (full-time, part-time, transfer, semester in the city, online, etc.)		Development Goal (in millions)		Overall Net Tuition Per Student	
85.0%	85.0% ↑	593	488 ↓	\$11.1	\$9.0 ↑	\$13,615	\$13,615 ↑
75.0%	82.8% ↑	488	530 ↓	\$8.6	\$8.6	\$10,487	\$12,771 ↑

First-Year Full Time Net Tuition Per Student	
\$13,850	\$13,850 ↑
\$10,000	\$13,514 ↑

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## Board Culture as a Key to Effectiveness

### › Intentionality



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# Healthy Board Culture vs. Unhealthy Board Culture

- › Cliques within the board
- › Failure to include all board members in meaningful conversations
  - Lack of participation by board members who represent constituencies in decision-making
- › Overuse of the executive committee
- › Dismissive behavior among board members and with key staff



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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

## Boards Improve and Maintain a Healthy Board Culture by Having

- › A chair who is an effective facilitator
- › Strong relationships among board members, with Executive Director and senior leadership
- › Cultures that take the *long view*



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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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# Chair Behaviors—Healthy Board Culture

- › Cultivating a strong partnership with Ex. Director
- › Resolving conflicts
- › Building consensus and reaching compromise
- › Fostering an environment that builds trust
- › Framing questions and discussing issues strategically



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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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# Culture 201

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The Stewardship Imperative:  
Building Board Capacity Through  
Hospitable Cultural Competence



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## Setting the Context

- › **Stewardship**—the careful management and care of something that has been entrusted to you
- › **Hospitality**—the act of welcoming the stranger
- › **Capacity**—the maximum amount that something can contain
- › **Competence**—having the skills needed to trust your judgments and decisions



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## Culturally Competent

- › Competence is what we have to know in order to achieve an outcome
- › Cultural competence is to be sensitive, intelligent, and have a global mindset that is humble and open to learning
- › A board must recognize that its organization's goals, culture, and environmental constraints, along with each member's personal experiences, will influence their own viewpoint, which is why a board must be always growing in this area



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# Pivoting Between Host and Guest

- > Host
  - > Inviter, advance team, greeter, chef, in-charge, ready for reciprocity
  
- > Guest
  - > Stranger, newly arrived, recent hire, not from around here, ready for reciprocity
  
- > Where have you been the host and the guest?



# Stewarding our Mission

To more fully live into our personal and organizational missions, we must first recognize what perspectives are missing and why. Doing this is an act of hospitality and stewardship.



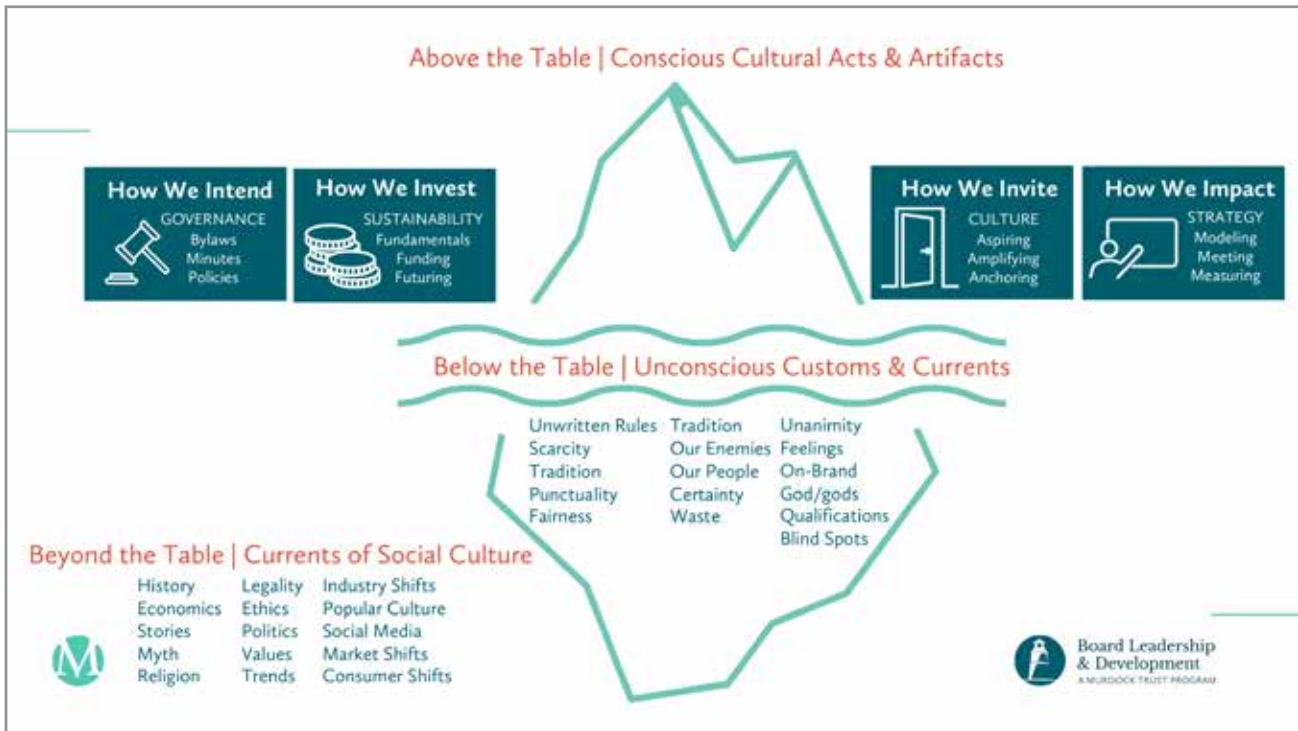
## Cultural Competence as a Competitive Advantage

When teams diversify, they become more innovative and financial postures improve.

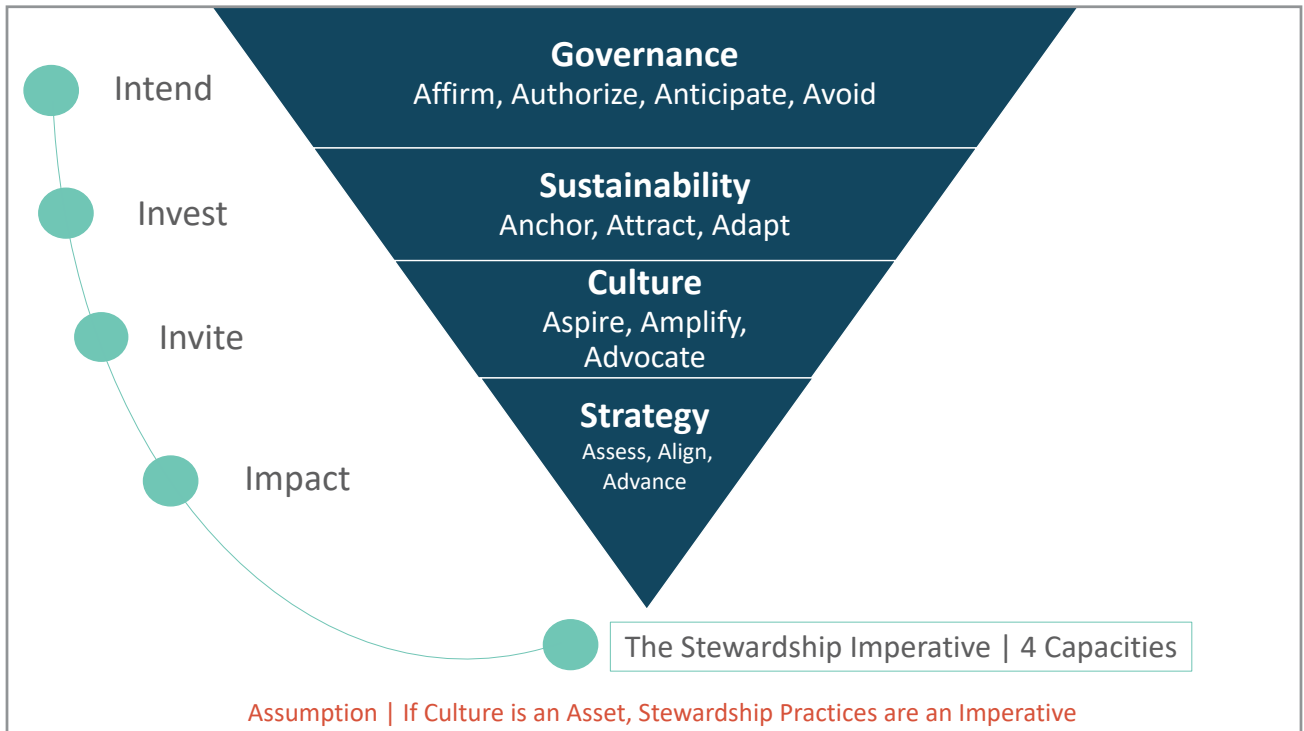
Boards with greater diverse demographic representation – ethnicity, gender, age, capability – have higher engagement

Diversity, applied, improves decision-making, improves creativity, diligence and work ethic.









## The Placemat | 4 Conversation Starters

**A. Intend** Definition | Having a Purpose or Goal, Designing for a Specified Future, Proceeding on a Course.

- 1. We consult mission, vision and values during decisions.
- 2. We examine by-laws/policies for alignment, fairness, inclusion.
- 3. We translate intentions to action plans, roadmaps, playbooks.
- 4. We orchestrate our progress through a strategic plan, goals.

OUR BOARD CULTURE IS EXPRESSED IN HOW WE INTEND, INVEST, INVITE & IMPACT.

**C. Invite** Definition | Welcoming Participation, Politely Increasing Chance, Offering Incentive.

- 1. We recruit members who add capacity, not merely fit.
- 2. We invite those we serve to help us identify our blind spots.
- 3. We survey board members to assess their comfort to speak freely.
- 4. We have a board matrix and cultivate diverse candidate pools. when recruiting.

BOARD CULTURE

PLACEMAT

**B. Invest** Definition | Committing Resources, Earning a Return, Acting for Future Advantage, Engaging Emotionally.

- 1. We ask, "How can we afford it?" instead of "Can we afford it?"
- 2. We show 'buy-in' through 100% financial participation.
- 3. We build board capacity through cultural mentors advisors.
- 4. We invest in customer, staff and board surveys to find gaps that need to be addressed.

KEY  
1=NOT TRUE,  
3=UNSURE, 5=TRUE

**D. Impact** Definition | Producing a Result, Force of impression Left, Lasting, Durable Outcome.

- 1. We measure our efforts by evidence-based outcomes.
- 2. We compare our results to stated intentions, promises.
- 3. We harvest learning after events, milestones, fails, wins.
- 4. We recognize, celebrate and encourage efforts of staff team.

Start

Stop

**Conversation Starters**  
 • Score Each Item, Using a 1-5 Scale.  
 • Compare Results with Members.  
 • Host a Conversation: "I Propose We Start, Stop, or Strengthen \_\_\_\_." Use Your Notes.

Strengthen

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## Intend

- › We consult mission, vision & values during decisions.
- › We examine policies for fairness, equity and inclusion.
- › We expect status reports on the promise to stakeholders.
- › We are convinced our theory of change makes a difference.
- › We orchestrate our progress through a strategic plan.

Having a Purpose or Goal, Designing for a Specified Future, Proceeding on a Course.



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# Invite

- › We leverage our mission and story to attract stakeholders.
- › We recruit members who add capacity, not merely fit.
- › We seek & use stakeholder feedback on our blind spots.
- › We embody a partnership of equals, a participatory approach.
- › We cultivate diverse candidate pools when recruiting.

Welcoming Participation, Politely Increasing Chance, Offering Incentive.





# Impact

- › We measure our efforts by evidence-based outcomes.
- › We avoid provider/recipient resourcing mindsets.
- › We compare our results to stated intentions, promises.
- › We harvest learning after events, milestones, fails, wins.
- › We recognize, celebrate & encourage efforts of staff or team.

Producing a Result, Force of impression Left, Lasting, Durable Outcome.









# 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



## 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

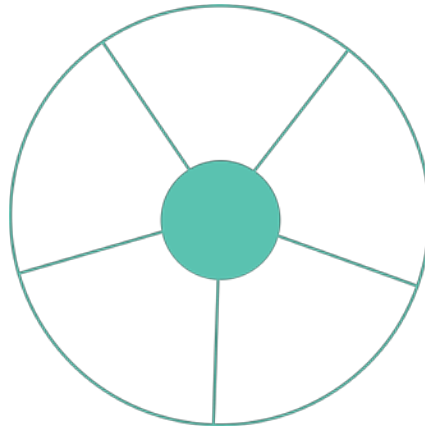


**GROUP EXERCISE:**

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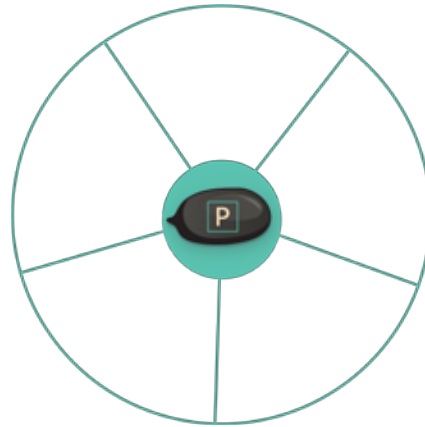
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# Your “Why” is the Core, Touching All Elements of the Framework

› What is your promise?



## GROUP EXERCISE:

What is your promise?

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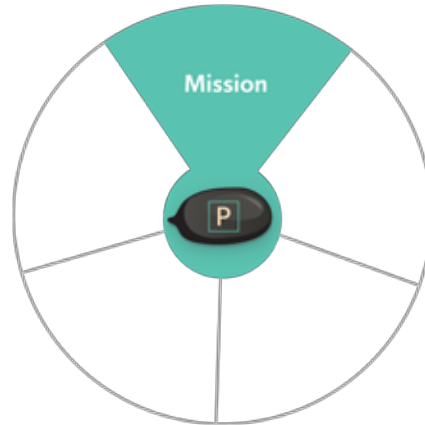
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## First Core Element: Mission

- › 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



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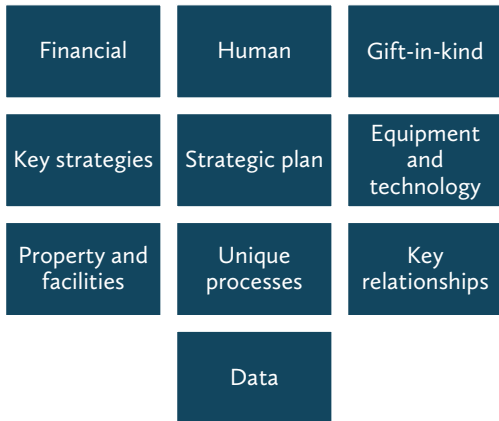
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## Fourth Core Element: Resources



- › Avoid overreliance on financials
- › Have a plan and review process for each resource







## 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



## ASSESSMENT

<b>LOW</b>						<b>HIGH</b>	
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 **future direction** that will serve for generations?

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### GROUP COMPOSITE AVERAGE SCORE

Question 1 \_\_\_\_\_

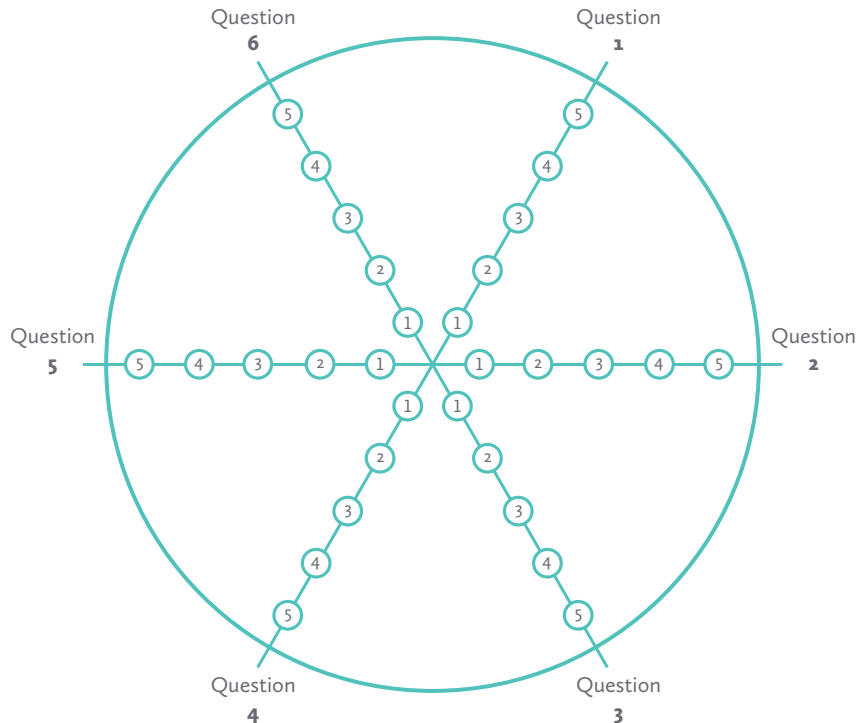
Question 2 \_\_\_\_\_

Question 3 \_\_\_\_\_

Question 4 \_\_\_\_\_

Question 5 \_\_\_\_\_

Question 6 \_\_\_\_\_



**ASSESSMENT FOLLOW-UP QUESTIONS**

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

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

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**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Sustainability 201

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The Work of High Performing Boards



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*“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)





## 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



# 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

- › Today we will go deeper into each of the five elements, highlighting three things:
  - › Their importance
  - › Actions a high performing board can take
  - › Questions a high performing board should ask







# Mission: Quick Review

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



## 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 clarifying these with stakeholders as part of mission stewardship



## 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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# A Business Model



## Target Audiences: Quick Review

- › Every organization has several target audiences
- › The primary audience is usually the beneficiary of the organization or its programs
- › Identify your additional target audiences



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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







## 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?



# A Business Model



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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





## High Performing Boards

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









# Evaluating Programs with Qualitative Data

- › Success stories
- › The power of institutional storytelling



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## Other Assessments: Keeping Programs Relevant

- › SWOT (Strengths, Weaknesses, Opportunities, Threats)
- › 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



# Resources: Quick Review



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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



## 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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# A Business Model



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## Future Direction: Quick Review

- › Defined as how an organization delivers its promise in the future
- › Emphasizes the board and leadership looking forward
- › The future is more than one planning cycle
- › How will we deliver our mission and promise two to three years from now?



## Importance of Future Direction

- › Future direction informs your strategic intent and choices, which is why board involvement is necessary
- › Looking through the window of two plus years



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## High Performing Boards

- › Join leadership in being open minded, thoughtful, and committed to “looking around the corner”
- › Create space where this can be accomplished, being proactive rather than reactive



## 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
- › Infrastructure
- › Financial stability
- › Programs
- › Staff culture
- › Crisis Management
- › Physical master plan
- › Future story
- › Market and competitive landscape
- › Board education
- › Cultural competency



## Scenario Planning

- › Cash flows
- › Changing audiences/demographics
- › New Partnerships
- › Physical Space



# Pilot Simulator





# A Business Model



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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



### MISSION

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

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

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2. Does our board regularly review the mission statement?

--	--	--	--	--

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

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### TARGET AUDIENCE

NEVER		SOMETIMES		ALWAYS
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

NEVER		SOMETIMES		ALWAYS
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**

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

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

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

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**FUTURE DIRECTION**

NEVER		SOMETIMES		ALWAYS
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. Does our board evaluate the use of technology in our future?

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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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## Strategic Planning

- › 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.
- › *Note: Strategy is different from strategic planning. Strategy describes HOW goals will be met using available resources.*



## Board's Role in Strategic Planning

<b>BOARD AS STAFF</b>	<b>BOARD AS MANAGERS</b>	<b>BOARD AS DIRECTORS</b>	<b>BOARD AS GOVERNORS</b>	<b>BOARD AS ADVISORS</b>
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 Executive Director
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 Executive Director	Organization long-term goals are set by the Executive Director
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 Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director
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>

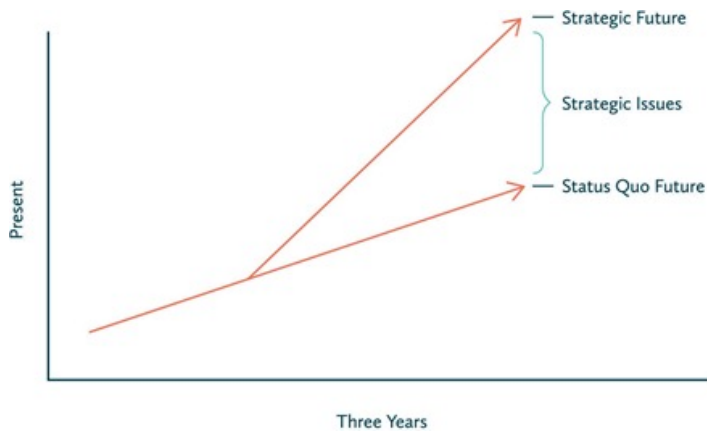
Teal indicates Board responsibilities; Salmon indicates Executive Director responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson © 2004

## 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



# Strategy Versus Operations



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



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

- › Fail: case study (no loyalty, no updates, no accountability)
- › Falter: case study (loss of focus due to tyranny of the urgent, board neglect, rigidity)
- › Succeed: case study (loyalty, accountability, agility, enculturation)
- › Never get started/finished: 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 Executive Directors
- › 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)
- › 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



## Strategic Planning Assessment

- › Take assessment individually
- › 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 \_\_\_\_\_

2. Our plan is up to date and relevant

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

3. Our plan is being executed well

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

4. Our plan guides all we do

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

5. Our plan is regularly assessed and annually updated

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

6. Everyone in our organization knows the plan

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

7. Everyone in the organization knows where they fit and their role in accomplishing the plan

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

8. The leadership team and key staff feel a sense of loyalty to the plan

*Absolutely Yes*

*Absolutely No*

1      2      3      4      5      6      7      8      9      10

### 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?

**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Strategic Planning 201

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



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# Strategic Thinking: 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 Executive Directors
- 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

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

- › Mission: who we are and what we do (promise)
- › Business plan: how we operate
- › Strategic plan: where we are going and how we get there



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## Car Analogy

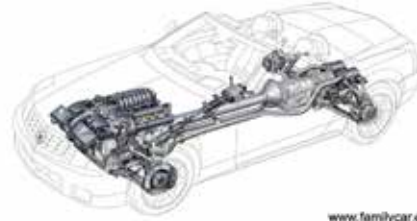
- › Mission and Purpose: describes our design and its intended purpose



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# Car Analogy

- › Business Plan: everything that makes our organization run efficiently according to our design



[www.familycar.com](http://www.familycar.com)



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## Car Analogy

- › Strategic Plan: our steering wheel and GPS-takes us where we can perform at our best according to our design



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## Examples

- › Fast street cars are designed for (promise) speed and handling
  - › Engines, suspensions, and drive trains that go fast and are agile
  - › Need to be steered onto pavement, fast tracks, and open areas
- › 4x4 trucks are designed for (promise) rugged off-road driving
  - › Engines, suspensions, and drive trains that provide torque and clearance
  - › Need to be steered off-road where they can perform their best



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## Six Questions

1. Do you know the mission and purpose of the organization? Is it clear?
2. Do you know the business plan of the organization? Is it effective and efficient?
3. Does your strategic plan accomplish mission and business plan priorities?
4. What do you do if response to new mission opportunities require a different business plan?
5. Can a business plan be reshaped to accomplish mission opportunities in new ways?
6. What drives the organization? Mission? Business Plan? Strategy?




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**ARE ANY ACTION ITEMS IN THIS SECTION  
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

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# Strategic Planning 201

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Using, Evaluating, and Updating the Plan



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## Using the Plan: Implementation

- › Monthly reports from the Executive Director to the board
- › Progress/challenges discussed with staff at least monthly
- › Progress/challenges discussed with the board at least twice a year, if not quarterly
- › Adjustments based on new information
- › Aligns with Characteristics of High Performing Board—Long View



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## Reviewing the Plan

- › Reviewed annually and approved by the board
- › Tied to the board-approved budget
- › Key questions
- › Research and results



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# Updating the Plan

> A case study











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## Faculty Bios









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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 Christian colleges for almost 15 years. She tweets about organizational development at @kthornbury and can be reached at [kimberlyt@murdocktrust.org](mailto:kimberlyt@murdocktrust.org).



## 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. He has served on the board for a wide variety of organizations, focusing on higher education, K-12 education, a crisis help line ministry, national associations, local churches, an adoption foundation, and more. He 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).



## 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 nonprofits (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.



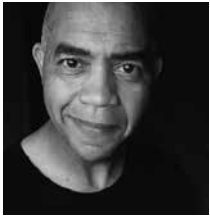
## Greg Ligon

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.



## Deborah 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







# The Pathway to the Board—Overview

XYZ ORGANIZATION

NEW BOARD MEMBER PROFILE DEVELOPMENT	RESPONSIBLE	DATE COMPLETED
Board Matrix: Gaps		
Strategic Plan: How does it inform needed expertise?		
Review Board Terms: Anticipate future needs		
Bylaws: How many can we have?		
Strategic Plan: How many do we want? By when?		
Review Nomination Process		
Distribute Nominee Suggestion Forms to Board		
Create New Board Member Profile		

<input type="checkbox"/> STEP 1: IDENTIFICATION	RESPONSIBLE	DATE COMPLETED
Board members submit Nominee Suggestion Forms to Nomination Committee (NC)		
Nominees not informed of the board interest		
NC evaluate nominations and vet with board		
Board chooses who leads follow-up discussion with nominee		
Nominees are contacted to determine interest		

<input type="checkbox"/> <b>STEP 2: INTEREST</b>	<b>RESPONSIBLE</b>	<b>DATE COMPLETED</b>
Create packet with board nominee orientation materials (see tool # 3)		
Select board member(s) meet with nominee: <input type="checkbox"/> Review board nominee orientation materials <input type="checkbox"/> Answer questions <input type="checkbox"/> Assess interest		

<input type="checkbox"/> <b>STEP 3: VETTING</b>	<b>RESPONSIBLE</b>	<b>DATE COMPLETED</b>
NC hears from board members who met with nominees		
NC chooses who to pursue		
NC checks references and does background check		
Candidates meet with Board Chair and Executive Director		

<input type="checkbox"/> <b>STEP 4: NOMINATION</b>	<b>RESPONSIBLE</b>	<b>DATE COMPLETED</b>
NC and Executive Director make final determination		
Create candidate information packet for board		
Asks for commitment to serve from candidate		
Candidate agrees		

<input type="checkbox"/> <b>STEP 5: ELECTION</b>	<b>RESPONSIBLE</b>	<b>DATE COMPLETED</b>
NC gives candidate info packet to board		
NC makes a motion and board votes		
Board chair informs candidate		
Candidate is invited into the on-boarding process		

# The Pathway to the Board

XYZ ORGANIZATION

**CULTIVATION** > RECRUITMENT > ORIENTATION > ENGAGEMENT

<input type="checkbox"/> <b>STEP 1: SUGGEST</b> <i>CONFIDENTIAL</i>	<b>SUBMIT TO GOVERNANCE COMMITTEE</b>
Board nominee name and contact information:	
Submitted by:	
Date:	
Board Nominee Suggestion Form received:	<input type="checkbox"/> Yes <input type="checkbox"/> No—do not proceed without form

<input type="checkbox"/> <b>STEP 2: REVIEW</b> <i>CONFIDENTIAL</i>	<b>REVIEW WITHIN 30 DAYS</b>
Review biographical information and resume	
Review board member qualifications against board needs	
Review board nominee criteria, alignment, and cultural fit	
<b>ACTION AND DATE</b> <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 3	

<input type="checkbox"/> <b>STEP 3: INQUIRE</b> <i>CONFIDENTIAL</i>	
Assign candidate to board member and/or Executive Director	
Document past involvement with XYZ Organization	
Invitation for involvement and/or volunteer role: <input type="checkbox"/> Task Force <input type="checkbox"/> Advisory Council <input type="checkbox"/> Informal Input/Focus Group/etc. <input type="checkbox"/> Attend Annual Event <input type="checkbox"/> _____	
<b>ACTION AND DATE</b> <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 4 <input type="checkbox"/> Inform Board	

<input type="checkbox"/> <b>STEP 4: APPLY</b>	<b>RECRUITMENT BEGINS</b>
<p><b>Formal Meeting:</b> “Would you serve as a board member should the Governance Committee recommend you?”</p>	
<p><b>Review Board Nominee Orientation Materials:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Position Description</li> <li><input type="checkbox"/> Annual Affirmation Statement</li> <li><input type="checkbox"/> Board Policies Manual</li> <li><input type="checkbox"/> Calendar of Board Meetings and Retreats</li> <li><input type="checkbox"/> Briefing: “The Three Board Hats”<sup>1</sup></li> </ul>	
<p><b>Get-Acquainted Meal:</b> Applicant and spouse dine with Executive Director and select board members</p>	
<p><b>Invitation to Submit Application:</b> Governance Committee authorizes next step and board chair and/or Executive Director invites nominee to submit an application and resume:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Invitation Extended</li> <li><input type="checkbox"/> Board Informed</li> </ul>	
<p><b>Application and Resume Submitted:</b> Application submitted and permission given to proceed on reference checks</p>	

<sup>1</sup>ECFA Governance Toolbox Series No. 2: Balancing Board Roles: Understanding the Three Board Hats: Governance, Volunteer, Participant (Winchester, VA: ECFAPress, 2013). Visit [www.ECFA.org/Toolbox](http://www.ECFA.org/Toolbox) and download the Board Member Read-and-Engage Viewing Guide and the Facilitator Guide.



<input type="checkbox"/> <b>STEP 4: APPLY</b>	<b>RECRUITMENT BEGINS</b>
<p><b>References Affirm Applicant Meets Board Criteria:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Members of Other Boards</li> <li><input type="checkbox"/> Spouse</li> <li><input type="checkbox"/> Employer and/or Fellow Employees</li> <li><input type="checkbox"/> Background Checks—must be legal and authorized</li> <li><input type="checkbox"/> Social Media Check</li> <li><input type="checkbox"/> Colleague or Board Member Where Applicant Has Served—“Is s/he knowledgeable in governance and a team player?”</li> </ul>	
<p><b>Governance Committee Recommendation:</b> Due diligence and recommendation to board</p>	
<p><b>Board Approval/Election:</b> Governance Committee recommendation approved by board:</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Candidate Notified _(Date)_</li> <li><input type="checkbox"/> Candidate Elected _(Date)_</li> <li><input type="checkbox"/> Term Begins _(Date)_</li> </ul>

**STEP 5: ORIENTATION**

**Customized Orientation:** Assign “board buddy” and create six-month orientation process to include:

- Board Professional Development Workshop
- Board Training—Online or Conference
- Review of Board Nominee Orientation Binder
- Briefing of XYZ Departments and Introductions
- Password for Online Portal and Documents
- \_\_\_\_\_

**Professional Development Reading:**

Read the following content within the next six months:

- Insert reading assignment \_\_\_\_\_
- Insert reading assignment \_\_\_\_\_
- Insert reading assignment \_\_\_\_\_

**Orientation Evaluation:** Within six months of the first board meeting, submit an evaluation and suggestions for improving the orientation process for future board candidates

**STEP 6: ENGAGE**

**Inspiring Engagement:** Based on expectations for board members, engage candidate with a customized plan that includes:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Annually:**

- Sign Board Member Annual Affirmation
- Sign the Annual Conflicts of Interest Statement
- Attend the Annual Board Retreat with Spouse
- Complete Annual Board Self-Assessment Survey

**Quarterly:**

- Attend Board Meetings
- Read Board Materials in Advance and Complete “Homework” Assignments
- Attend Committee Meetings
- Maintain Standards of Board Governance Literacy as Outlined in the Board Policies Manual
- \_\_\_\_\_

CULTIVATION > RECRUITMENT > ORIENTATION > **ENGAGEMENT**

**STEP 6: ENGAGE**

**Daily/Weekly/Monthly:**

- Actively Support Board Chair, Staff, and Executive Director
- Respond Promptly to Emails and Phone Calls Regarding Board Work
- \_\_\_\_\_

**Conduct Volunteer Work** through appropriate employee channels versus going around normal channels to senior management or the Executive Director

# Board Nominee Suggestion Form

XYZ ORGANIZATION

## SUBMITTED BY:

Contact information:

Date:

## PROSPECT NAME:

Address:

Phone/Cell:

Email:

Spouse:

Involvement with XYZ:

Employer:

Education:

Resume highlights:

Nominee's character:

Strengths, talents, expertise:

**PROSPECT NAME:**

Service to other boards (past and present):

Nominee's philosophy of governance:

Meets board criteria:

- Pathway to the Board
- Annual Affirmation Statement
- Available for Board Meetings, Retreats, Select Events

**NEXT STEPS:**

A member of the Governance Committee will contact you within 30 days

Governance Committee will prioritize the nominee on the master list of nominations

When nominee's name tops the list, the Governance Committee will contact you

Do not contact nominee about board service until the Governance Committee requests your involvement. In the meantime, inspire the nominee to get involved in XYZ. Suggestions: "Liking" XYZ on social media, encouraging family members to participate in events, urging her/his place of employment to participate in events and giving, and serving as a volunteer.

# Board Of Directors—Board Nominee Orientation Binder

## TABLE OF CONTENTS (31 TABS) - 3G GLOBAL MINISTRIES

<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 member mini-bios, committees, volunteer structure
5	Annual affirmation statement, calendar of board meetings and retreats, biographical sketch form
6	Nomination and election procedures
7	Bylaws, articles of incorporation
8	Board policies manual
9	Conflict of interest disclosure letter
10	Board meeting agenda/pages of most recent meeting
11	Board issues/challenges for next three years—including skeletons in boardroom closet
<b>FINANCE, BUDGET, IRS</b>	
12	Annual Budget
13	Financial statements
14	Audited Financial Statements
15	IRS Form 990 (Return of Org. Exempt from Income Tax)

<b>STRATEGIC PLAN &amp; METRICS</b>	
16	Rolling three-year strategic plan, strategic plan placemat
17	Customer satisfaction surveys, previous client feedback
18	Executive Director’s annual S.M.A.R.T. goals, board/Executive Director accountability process, monthly dashboard
19	Key performance indicators, essential statistics
<b>TEAM MEMBERS</b>	
20	Organizational chart
21	Team member mini-bios, Executive Director bio and top five strengths—StrengthsFinder.com
<b>DEVELOPMENT</b>	
22	Snapshot of donor development program
23	Direct mail, campaign/project, brochure samples
24	Development program annual and three-year goals, board’s role in raising funds
<b>PROGRAMS AND SERVICES</b>	
25	Menu of programs, products, and services for primary customers and supporting customers, annual program evaluation process



*The following are sample conflict-of-interest policies and questionnaire.*

# Conflict-of-Interest Template

## XYZ ORGANIZATION

### CONFLICT-OF-INTEREST POLICY

All trustees, officers, agents, and employees of XYZ Organization shall disclose all real or perceived conflicts-of-interest they discover or that have been brought to their attention. A conflict-of-interest occurs when a person is responsible for promoting the interest of XYZ at the same time they are involved in a competing interest (e.g., financial, business, personal, relational).

To disclose a conflict-of-interest, submit a written description of the real or perceived conflict to the Executive Director or designated official. Even though an annual questionnaire shall be distributed as a reminder of the policy and a means for uncovering conflicts-of-interest, disclosure is required at any time a conflict-of-interest occurs. All disclosures will be noted in board minutes.

Any individual who believes they—or an immediate family member—may have a conflict-of-interest, must abstain from the following:

1. Participating in discussions or deliberations on the subject of the conflict (other than to present factual information or to answer questions)
2. Using personal influence to affect deliberations
3. Making motions
4. Voting
5. Executing agreements
6. Taking similar actions on behalf of XYZ from which conflicts-of-interest might pertain by law, agreement, or otherwise

At the discretion of the board, a person with real or perceived conflict-of-interest may be excused from discussion or deliberations on the subject of the conflict. A board member who discloses a real or perceived conflict-of-interest may be counted in determining the existence of a quorum at any meeting in which the conflict is discussed. The minutes of the meeting shall reflect the disclosure, the vote, and the individual's abstention from participating and voting.

### CONFLICT-OF-INTEREST QUESTIONNAIRE

I have read the XYZ Conflict-of-Interest Policy and certify that I do not have any relations or interests conflicting with the interests of XYZ Organization. Exceptions are allowed if an individual has a business relationship with a board member (must be disclosed).

I agree to abide by this Conflict-of-Interest Policy.

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

Sign Name: \_\_\_\_\_ Date: \_\_\_\_\_

# Sample Board Minutes

## XYZ ORGANIZATION

A meeting of the Board of Directors of XYZ was held by phone pursuant to the Article I, Section 1.7 of the Bylaws. The meeting was called to order. The number of board members present established a quorum pursuant to Article I, Section 1.4 of the Bylaws.

### PRESENT

Jane Doe, Board Chair, Fred Smith, Executive Director, Don Green, Susan Hunt, Sarah Potts and Amy Lee met by phone.

### WELCOME

Jane welcomed board members.

### MINUTES

The minutes from the May 7, 2021 meeting were approved.

### BOARD BUSINESS

Jane encouraged the board to review governing documents. The board will sign and return the Conflict-of-Interest Form. Torte training forthcoming.

### BOARD MEMBERS

Don provided information on potential board member Peggy Mitchell. Potential Board Members were discussed.

### OFFICER ELECTION AND BOARD COMMITTEES

Officer election and board committees were reviewed. RESOLVED: the board of XYZ votes to approve the Officer Election and Board Committees. The motion passed.

### EXECUTIVE DIRECTOR REPORT

The Executive Director report was presented. \_\_\_\_\_ partnership was discussed.

### SPEAKING ENGAGEMENT POLICY

Fred's speaking engagement policy was discussed.

**FALL MEETINGS**

Fall state of XYZ (Investor's update), Mozer's house, Tuesday October 2.  
September X, XYZ Organization leaders' lunch meeting.  
October 9, optional \_\_\_\_\_ training.

**AMY LEE**

Amy Lee was thanked for over 14 years of service on the board.

There being no further business to discuss, the meeting was adjourned. The next meeting will be Monday, September 24, 2021.

Respectfully submitted,

---

Jane Doe, Board Chair

---

Don Green, Secretary

# Financial Management Checklist

## XYZ ORGANIZATION

- Board receives timely, relevant, and accurate financial information that is readily understood
- Board has assessed the organization's financial health within the last year and appropriately addressed concerns
- Board orients new members on how to interpret XYZ's financial statements and benchmarks
- Cash reserves compare favorably with XYZ's goal for:
  - Operations
  - Donor-restricted net assets
  - Mortgage covenants
  - Capital needs
  - Other Organization expansion opportunities
- Significant revenue elements are increasing
- Average size of contributions is increasing across gift size ranges
- Number of regular contributors is increasing
- Unrestricted revenue is increasing
- XYZ adequately communicates with financial institutions regarding loan renewals, international fund transfers, lines of credit, and bank accounts
- Accounts payable, payroll taxes, and current liabilities are paid on time
- Net assets without donor restrictions—after deducting net property, plant, and equipment, less related debt—show a positive trend
- Financial statements do not reflect designated net assets in excess of what is available for designation
- XYZ has an investment policy and a gift acceptance policy and follows both
- Bank accounts do not exceed FDIC limits
- XYZ secures an independent CPA firm to perform annual audit, review, compilation, or applied other accountability measures
- Staff provides a written response to the board in relation to any management letter comments from the CPA firm
- XYZ identifies the three greatest financial risks and the steps to mitigate those risks
- All significant related-party transactions are reported to the board for review and action
- Staff informs the board of total compensations, including taxable and non-taxable fringe benefits, of any member of the top leader's family employed by the organization or any of its subsidiaries or affiliates

# Legal and Risk Checklist

## XYZ ORGANIZATION

- Review organizational practices within the past year to ensure compliance with corporate documents (e.g., articles of incorporation, bylaws) and applicable state and federal laws
- Legal counsel reviews articles of incorporation, bylaws, and board policies every three to five years
- Review all major/material organizational risks
- Annual filings with applicable states are current to maintain corporate status
- Annual filings with applicable states are current for charitable registration purposes
- Loan covenants are in compliance
- Payroll tax filings are current with federal, state, and local governments
- Federal government filings are current (e.g., forms 1098, 1099, 5578)
- Annual filings of Form 990 and 990-T are current
- Compliance with all contractual agreements
- Filings for copyrights and trademarks are current
- Insurance coverages are adequate and insurance policies are in force
- XYZ uses written memos of understanding or contracts to specify the roles and responsibilities of the parties involved in partnership, joint ventures, or collaborations—these are signed by all parties
- XYZ funds are expended consistently with the Organization's mission and for tax-exempt purposes
- Board approved each type of restricted fund
- Giver-restricted funds are disbursed in a timely manner
- Giver-restricted funds are used for intended purpose
- XYZ has not borrowed restricted asset balances to fund operational expenses

# Fundraising Checklist

## XYZ ORGANIZATION

- Board members understand their fundraising responsibilities and are individually committed to giving to XYZ every year
- Board affirms basis for fundraising is written and followed by the development team
- Financial facts and descriptions about XYZ's financial condition are current, complete, and accurate
- Board understands XYZ's fundraising strategy and the use of restricted donations
- Statements regarding the use of gifts by XYZ in its charitable gift appeals are written and honored
- Board is aware of communication to givers regarding the potential of over-funding or under-funding projects for which funds are being raised
- For matching gifts, the board is confident initial pledges are legitimate and likely to be submitted
- Board ensures neither staff nor external fundraisers are compensated on the basis of funds raised
- Board affirms XYZ provides givers appropriate and timely charitable gift acknowledgments
- Board affirms XYZ provides a report, upon written request, that includes financial information on any project for which it is requested
- Board ensures the XYZ development team compiles, analyzes, and leverages giving data to serve and support the giving base
- Board affirms XYZ provides a copy of recent year-end financial statements upon request

# Sample Board Self Evaluation

XYZ ORGANIZATION

Respond to each statement by using the following scale to indicate the numeric score that most closely aligns with your evaluation of your performance.

**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

QUESTIONS	SCORE
1. The board chair is doing an effective job leading the board. Comments:	
2. I am satisfied with my personal level of commitment to the board. Comments:	
3. I am satisfied with my attendance at board meetings and events. Comments:	
4. XYZ is in my top three organizations I give to annually. Comments:	
5. I am satisfied with the schedule of board meetings that I’m required to attend. Comments:	
6. Board agendas are organized and relevant. Comments:	

### 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

QUESTIONS	SCORE
<p>7. The board has a good mix of people with diverse strengths, talents, and gifts. Comments:</p>	
<p>8. The board conducts fiscal oversight with integrity and transparency. Comments:</p>	
<p>9. I am familiar with the mission and vision of XYZ. Comments:</p>	
<p>10. The board does an effective job fundraising for XYZ. Comments:</p>	
<p>11. The process for selecting board members is good. Comments:</p>	
<p>12. We are a steward board—not an owner board. Comments:</p>	



# Executive Director Evaluation

XYZ ORGANIZATION

Each board member completes this evaluation individually, results compiled collectively.

RATE EACH STATEMENT USING THE FOLLOWING SCALE				
1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

VISION AND MISSION	SCORE
Developed a clear and compelling vision and mission. Comments:	
Effectively communicates vision and mission to all constituents. Comments:	

FISCAL MANAGEMENT AND OPERATIONS	SCORE
Prudently manages finances, ensuring the viability of XYZ. Comments:	
Oversees an effective operational budget-building process. Comments:	
Works through senior leaders to meet operational goals within the context of board expectations and the strategic plan. Comments:	

**RATE EACH STATEMENT USING THE FOLLOWING SCALE**

1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

<b>PROGRAM DEVELOPMENT</b>	<b>SCORE</b>
Effectively manages number, content, quality of XYZ programs. Comments:	

<b>DEVELOPMENT AND FUNDRAISING</b>	<b>SCORE</b>
Fundraising efforts meet board expectations and goals as outlined in the strategic plan. Comments:	

<b>PLANNING AND CAPITAL PROJECTS</b>	<b>SCORE</b>
Leads the development of strategic plans. Comments:	
Knowledgeable about regional and county regulations for initiatives outlined in the strategic plan. Comments:	
Successfully manages finances for implementation of capital projects. Comments:	

RATE EACH STATEMENT USING THE FOLLOWING SCALE				
1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

CHARACTER FORMATION	SCORE
Invests in healthy habits and self-care to sustain honorable leadership. Comments:	
Balances work with family commitments. Comments:	

OVERVIEW	TOTAL
Comments:	

**Tips:** Convert evaluation to Survey Monkey for convenience; permit evaluation to be completed anonymously; require 100% participation; ask Executive Director to complete this evaluation as a benchmark to collective evaluation; use results to facilitate dialogue with Executive Director, board chairman, and one other board member.

# Succession/Contingency Plan Template

## XYZ ORGANIZATION

Responsibility for embedding succession planning into the culture and workflow of XYZ is assigned to the Trusteeship/HR Committee of the board and the Executive Director.

### GUIDING PRINCIPLES

- Succession planning addresses the vulnerabilities of transition while focusing on the needs of the future in a thoughtful and beneficial way.
- Developing a deeper bench of staff leadership is a priority and should be a regular topic of discussion with the board.
- Establishing a succession plan for the Executive Director helps XYZ be prepared in the event of an unanticipated crisis.
- The board committee on governance identifies and cultivates prospective board members and adopts means of evaluating effective transitions.
- Succession planning is part of the annual workflow of the board, Executive Director, and leadership staff. It is not an event or a document, but rather, it is ongoing work about preparing for the future.
- Succession plans are reviewed annually by the Trusteeship/HR Committee, the Executive Director, and key leaders.

### GENERAL POLICIES

#### Death of Executive Director

- *Care of Surviving Spouse*  
Duration of housing: XX months. Can be extended based on agreement with new Executive Director, the former director's spouse, and the board.
- *Duration of Pay*  
If the spouse is an employee, pay continues with the job. It is assumed the spouse will continue to work after the Executive Director's death. Should the spouse wish to end employment during the first year of a new Executive Director, s/he will be paid for an additional XX months beyond the last day of work.
- *Benefits*  
If spouse is an employee, s/he is entitled to applicable benefits. Since the death of the Executive Director is a qualifying event for benefit enrollment outside the annual enrollment window, it's assumed the spouse will enroll. Should the spouse exit the organization as described under Duration of Pay, benefits will continue with pay until the end of the XX-month window. If the spouse is not an employee, XYZ will make a one-time payment equivalent to the cost of XX months of COBRA plus any applicable tax payments for the health benefits provided at the time of the death of the Executive Director.

## Extended Leave of Executive Director

- *Medical, Pay, Benefits*

If leave is needed beyond the twelve weeks available via Family Medical Leave Act (FMLA), the HR Committee can review the request and make a recommendation to the board for additional leave up to XX months. The Executive Director will receive full pay during this time—or partial pay from XX to fill any pay gap not supported by insurance. All benefits including housing continue. Housing, pay, and benefits continue with no change for the spouse of the Executive Director whether the spouse is an employee or not.

- *Sabbatical*

Upon requests for a Sabbatical, the HR Committee will make a recommendation for board approval. Follow the guidelines for extended/medical leave, but the HR Committee can make a specific recommendation based on the needs of the Executive Director.

- *Interim Director*

In the event of the death, extended leave, or sabbatical of the Executive Director, \_\_\_\_\_ will be named interim director for no longer than twelve months. If the spouse of the Executive Director is an employee, s/he will continue to report to immediate supervisor according to the organizational structure. As with the Executive Director, the board will support the interim director. The board chair and HR Committee will remain in frequent contact with the interim director and provide additional support or coaching if necessary.

## Messaging

- *Spokesperson Script*

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

- *Timeline*

### **Day 1: Announcement of Executive Director’s death, disability, inability to serve**

“We are saddened to announce our long-time Executive Director of XYZ Organization was killed/succumbed to a long illness/suffered a traumatic injury today.” [Insert information about circumstances...]

Note: people will want to know what happened. They should be told as part of the moving ahead process. Control the news and eliminate speculation.

### **Day 2A: Announcement of interim director**

Message to Staff:

“The board wants you to know we are grateful for you. We are committed to standing together through this time of unexpected transition. It comes as no surprise to you that the Executive Director and the board worked intentionally to prepare for a time like this. Although we hoped this would never happen, we’re prepared. Here are a few things to know:”

- o “\_\_\_\_\_ will serve as the interim leader.” Add qualifying reasons.
- o “Team effort from all of us is important. We are in this together as we continue to live out our mission.”
- o “The board has confidence in you to walkout the mission through this time.”

“A special all-staff meeting has been called for (day and time) at (location). The board chair and one or two other board members will be at the meeting to answer questions and to address concerns regarding sustaining our momentum. \_\_\_\_\_ will be responsible for communications with the various constituencies, and the staff should refrain from making public statements.”

“We know this time of unexpected loss and change will make us stronger.”

“With gratitude for each one of you,”

### **Day 2B: Announcement of Interim Director**

“The board chair announced today that \_\_\_\_\_ will serve as interim director starting immediately. \_\_\_\_\_ has been a key member of the XYZ Organization since \_\_\_\_\_ and has demonstrated his/her devotion to the mission. Please join us in welcoming \_\_\_\_\_ as s/he stands in the leadership gap for this season.”

### **Day 3A: Announcement for Memorial Service**

“A celebration of life service to honor \_\_\_\_\_ will be held on (date) at (location).”

“As we move through this time of grieving, we are grateful for the guidance that was developed with the board and \_\_\_\_\_ (Executive Director). As we reflect with gratitude on \_\_\_\_\_’s life and leadership, we move forward with a process that ensures XYZ’s stability with a strong transition team and prepares a search process for the next leader.”

### **Day 3B: Search Committee for New Executive Director**

“The board is pleased to announce the establishment of the search committee for a new Executive Director of XYZ Organization. Attached is a position description. Please feel free to share this with people who might be a good fit. Thank you.”

## **ADDITIONAL TOPICS FOR BOARD TO CONSIDER**

- Insurance
  - Who is the beneficiary?
  - Can the benefits be split?
  - Disability insurance
- Should board hire a search firm?
- Should a temporary search committee be appointed?

# Board Master Calendar Template

XYZ ORGANIZATION

YEAR	TIME	LOCATION	AGENDA
February	Thursday 10:00 a.m.	Zoom/ Conference Call (link/number)	
May	Thursday 4:00 p.m. to Friday 4:00 p.m.	Board Retreat (location)	<ul style="list-style-type: none"> <li>• Strategic Plan Brainstorming</li> <li>• Board Governance Update</li> <li>• Nominating Committee Report</li> <li>• Financial Reports (4 months)</li> <li>• Executive Director's Annual S.M.A.R.T. Goals</li> <li>• Board Meeting Schedule Approval</li> </ul>
August	Thursday 10:00 a.m.	Zoom/ Conference Call (link/number)	
November	Thursday 8:30 a.m. to 4:30 p.m.  Dinner with spouses 6:00 p.m.	Seattle	<ul style="list-style-type: none"> <li>• Welcome to New Board Members</li> <li>• Financial Reports (10 months)</li> <li>• Annual Plan, Calendar, Leading Indicators and Executive Director's S.M.A.R.T. Goals</li> <li>• Annual Budget</li> <li>• Executive Director's Performance Review</li> <li>• Board Governance Committee Report on Board Member Self-Assessment Survey</li> <li>• Appointment of Auditor</li> </ul>

Attach monthly dashboard to schedule or email as separate document.

# Future Board Meetings

XYZ ORGANIZATION

YEAR	TIME	LOCATION	AGENDA
2022			
2023			
2024			
2025			



# Executive Director Monthly Dashboard Report Template

XYZ ORGANIZATION

Submit to board on the 15th of each month.

**Executive Director S.M.A.R.T. Goals:** Specific, Measurable, Achievable, Realistic, Time-related

YEAR	TARGET DATE	NOTES	STATUS
1. <b>Revenue and Expenses:</b> Achieve year-end net income goal of \$40K based on revenue of \$500K and expense of \$460K	12/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
2. <b>Operating Reserves:</b> Increase operating reserves from \$114K to \$154K (equivalent to 4 months of the FY 2021 expense budget)	12/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
3. <b>Board Member Recruitment:</b> Assist board with cultivating five new board prospects for quarter 1, 2023	10/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
4. <b>Three-Year Rolling Strategic Plan:</b> Based on board feedback, recommend final version of 2023-25 Strategic Plan to board	9/30/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
5. <b>Vision 2025 Resource Center:</b> Implement Phase 1 Pilot Program of Vision 2025 Virtual Resource Center, including cultivation, recruitment, orientation, engagement of two state coordinators, ten area coordinators, 50 local business sponsors, church ambassadors	9/15/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track

Date Submitted: \_\_\_\_\_ Period Covering: \_\_\_\_\_

Executive Director Signature: \_\_\_\_\_

# Quarterly Board Meeting Agenda

XYZ ORGANIZATION

Omitted documents will be distributed at board meeting or in an advance email.

TIME	TOPIC	LEAD	ACTION
8:00 a.m.	Continental Breakfast		<b>Key:</b> For information For discussion For decision
9:00 a.m.	<b>Call to order</b>	Chair	
9:05 a.m.	<b>Rollcall and welcome</b>	Chair	
9:10 a.m.	<b>Minutes of last board meeting</b> Consider a Consent Agenda <sup>1</sup>	Chair	Decision
9:15 a.m.	<b>Personal updates and sharing</b>	Secretary	Discussion
9:45 a.m.	<b>Governance Conversation</b> <i>Lesson 23: Focus on Mission Impact and Sustainability, Lessons from the Nonprofit Boardroom, 2nd ed., pages 117-122</i>	Chair	Discussion
9:55 a.m.	Break	Governance Chair	
10:10 a.m.	<b>Three Year Assumptions<sup>2</sup></b> <b>Strategic Planning</b> <i>Pre-read Rumsfeld's Rules: Leadership Lessons in Business, Politics, War; Strategic plan discussion, update, and Life, by Donald Rumsfeld (chapter revision based on three-year assumptions)</i>	Chair	Discussion
12:00 p.m.	Working Lunch		
1:00 p.m.	<b>Executive Director Report and Q&amp;A</b>	Executive Director	Decision

TIME	TOPIC	LEAD	ACTION
1:35 p.m.	<b>Committee Reports and Resolutions</b> Executive, Governance, Finance and Audit Committees	Chair	Information Discussion
2:45 p.m.	Break	Chair	
1:00 p.m.	<b>Executive Session</b> Dismiss Executive Director, staff, guests  Board meeting resumes with executive session summary to Executive Director	Chair	
1:00 p.m.	<b>New Business</b>	Chair	
1:00 p.m.	<b>Adjournment</b>	Chair	

# Prime Responsibility Chart Template

XYZ ORGANIZATION

**P** = Prime Responsibility    **A** = Assistant Responsibility    **AP** = Approval Required

ROLES AND RESPONSIBILITIES				
	BOARD	Executive Director	VP/CFO	DEPT. HEADS
<b>PERSONNEL:</b>				
Hire and fire top leader	P			
Hire and fire senior leaders		P		
Hire and fire middle management		AP	P	
Hire and fire staff			AP	
Annual update: employee handbook	AP	A	P	A
<b>PLANNING:</b>				
Mission, vision, values	A	P	S	S
Rolling 3-year plan annual update	A	P	S	S
Executive Director's annual goals	A	P	S	S
Department heads annual goals		A	A	P
<b>FINANCE:</b>				
Annual budget	A	S	P	S
Quarterly financial reports			P	
Annual audit	A		P	
Non-budgeted expenditures over \$_____		A	P	S

ROLES AND RESPONSIBILITIES				
	BOARD	Executive Director	VP/CFO	DEPT. HEADS
ADD CATEGORIES, ROLES, AND RESPONSIBILITIES AS NEEDED:				

Only one person has prime responsibility. In the absence of a Board Policies Manual (see Tool #17), this chart clarifies board and staff roles. Update regularly (e.g., Version 3.0 – 4/15/2021).

# Board Policies Manual

XYZ ORGANIZATION

Download a sample Board Policy Manual from The Andringa Group at [theandringagroup.com/resources](http://theandringagroup.com/resources).

RECOMMENDED CONTENT	
<b>Organizational Profile</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction</li> <li><input type="checkbox"/> Mission statement, vision statement, core values</li> <li><input type="checkbox"/> History and heritage</li> <li><input type="checkbox"/> Partnerships, memberships, accreditations, associations</li> </ul>
<b>Governance Structure</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Role of the board, code of conduct, financial expectations</li> <li><input type="checkbox"/> Board meeting expectations and policies</li> <li><input type="checkbox"/> Committee structure and responsibilities</li> <li><input type="checkbox"/> Advisory groups, councils, taskforces</li> </ul>
<b>Governing Documents</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Articles of incorporation</li> <li><input type="checkbox"/> Bylaws</li> <li><input type="checkbox"/> Committee charters</li> <li><input type="checkbox"/> Organizational chart</li> </ul>

RECOMMENDED CONTENT	
<b>Board Governance</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board selection, orientation, member criteria, job descriptions</li> <li><input type="checkbox"/> Affirmation of Services and Conflict of Interest policies and forms</li> <li><input type="checkbox"/> Board evaluation</li> <li><input type="checkbox"/> Executive Director job description, evaluation policy</li> <li><input type="checkbox"/> Risk assessment and succession planning policies</li> <li><input type="checkbox"/> Budget and fundraising controls and audits</li> <li><input type="checkbox"/> Institutional communication</li> </ul>

Content used with permission by Bob Andringa and Fred Laughlin, coauthors, *Good Governance for Nonprofits: Developing Principles and Policies for an Effective Board*

# Executive Director Position Description

## Sample

XYZ ORGANIZATION

### SUMMARY

The Executive Director is responsible for providing strategic leadership for the organization by working with the Board and other management to establish long-range goals, strategies, and policies. The Executive Director is the direct executive representative in the management of the corporation and is responsible for the organization's achievement of its mission and financial objectives.

### QUALIFICATIONS

Tailor qualifications to fit XYZ's specific demands.

### ESSENTIAL FUNCTIONS

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Commit to the organization and its mission by making consistent and timely progress toward achieving the organization's long-range strategy.
2. Follow the highest ethical standards, ensure accountability, and comply with the law.
3. Provide leadership in developing program, organizational, and financial plans with the board and staff. Carry out plans and policies authorized by the board.
4. Work with staff to implement and oversee board-approved programs, projects, and plans.
5. Exercise responsible financial stewardship.
6. Determine financial needs and maintain fundraising records.
7. Oversee all aspects of fundraising.
8. Manage human resources, including recruitment, hiring, and firing of personnel in keeping with laws and regulations.
9. Assist in the selection and evaluation of board members.
10. Support and advise the board, making recommendations and engaging the board in planning and implementing projects.
11. Build external relationships and serve as an advocate of XYZ. Establish sound working relationships with community groups and organizations. Maintain a positive public image.
12. Ensure the board is kept informed on the condition of XYZ and all factors influencing it. Update the staff and board of significant developments and trends.



# Board Chair Position Description Sample

XYZ ORGANIZATION

## QUALIFICATIONS

Completed two years of board membership and have an understanding of how to run an effective board meeting.

## TERM

The Chair is elected by the board for a term as stipulated in the bylaws.

## REQUIREMENTS

- Gain confidence of the board and Executive Director through time as a board member
- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: policy, finance, programs, and/or personnel
- Regular attendance at board meetings
- Prepare for and participate in the discussions and deliberations of the board
- Foster a positive working relationship with other board members and the organization's staff
- Be aware of and abstain from real or perceived conflicts of interest

## REQUIREMENTS

- Be the primary spokesperson for XYZ Organization to the media and the community at large
- Build a positive and professional relationship with the Executive Director
- Chair the Executive Committee
- Serve as signing authority on behalf of the board for financial and legal purposes
- Provide leadership and direction to the board
- Arrange for Vice Chair to chair meetings when absent
- In conjunction with the Executive Director, set the periodic board meeting agenda
- Ensure committee chairs carry out their duties in an effective and timely manner
- Ensure board members receive agenda and minutes in a timely manner
- Adhere to general duties outlined in the board member job description

# 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 .....

#### APPENDICES

- Organizational Chart.....

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>	<b>Year 3 Goal(s)</b>	<b>Year 4 &amp; beyond Goal(s)</b>
#1				
#2				
#3				
#4				
#5				

**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 Matrix

<b>BOARD MEMBER</b>	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		







## **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.

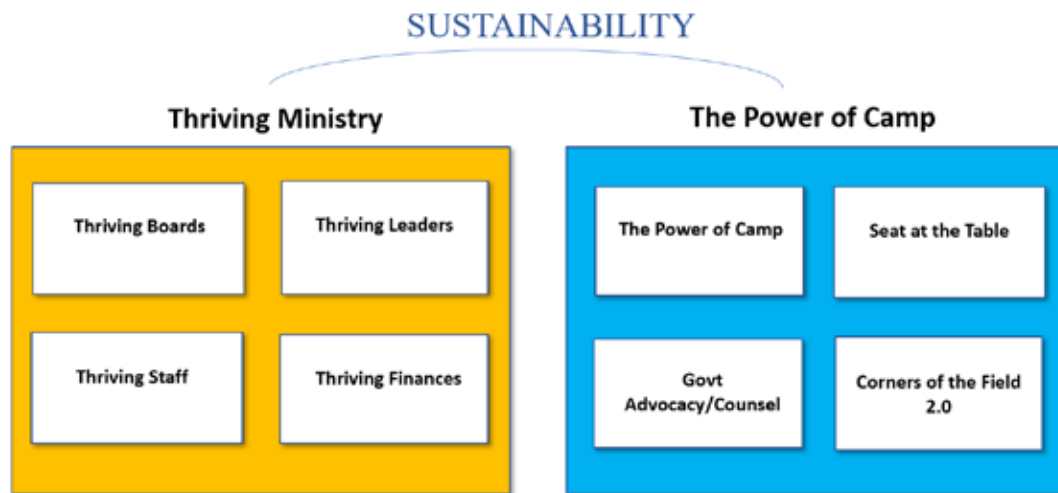
As a reminder, the earlier discussions with board members and meetings with the leadership team led us to identify one key "umbrella" topic that gives overall focus in pursuit of our mission: **Sustainability**. Below is a recap of the plan's approach:

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