



M.J. Murdock
CHARITABLE TRUST



Board Leadership
& Development
A MURDOCK TRUST PROGRAM

Board Leadership & Development

Faith-Based

March 2023

Let's Celebrate Your Wins!

1. *C.S. Lewis Institute*
2. *Daybreak Youth Services*
3. *Forward Edge International*
4. *Greenleaf Friends Academy*
5. *Hustle USA*
6. *The Market Project*
7. *Pregnancy Resource Clinic*
8. *Project Living Hope*
9. *Set Free Alaska*
10. *St. John's Orthodox Christian School*
11. *Summit Classical Christian School*
12. *Taproot Theatre*
13. *Teleios*
14. *Trail Youth*



Setting the Context

The Stewardship Imperative: Building Board Capacity
Through Hospitality in Cultural Competence



Building Board Capacity

- › **Stewardship**—the careful management and care of something that God has entrusted to you
- › **Hospitality**—the act of welcoming people we may not know well
- › **Capacity**—the maximum amount that something can contain
- › **Competence**—having the skills needed to trust your judgments and decisions



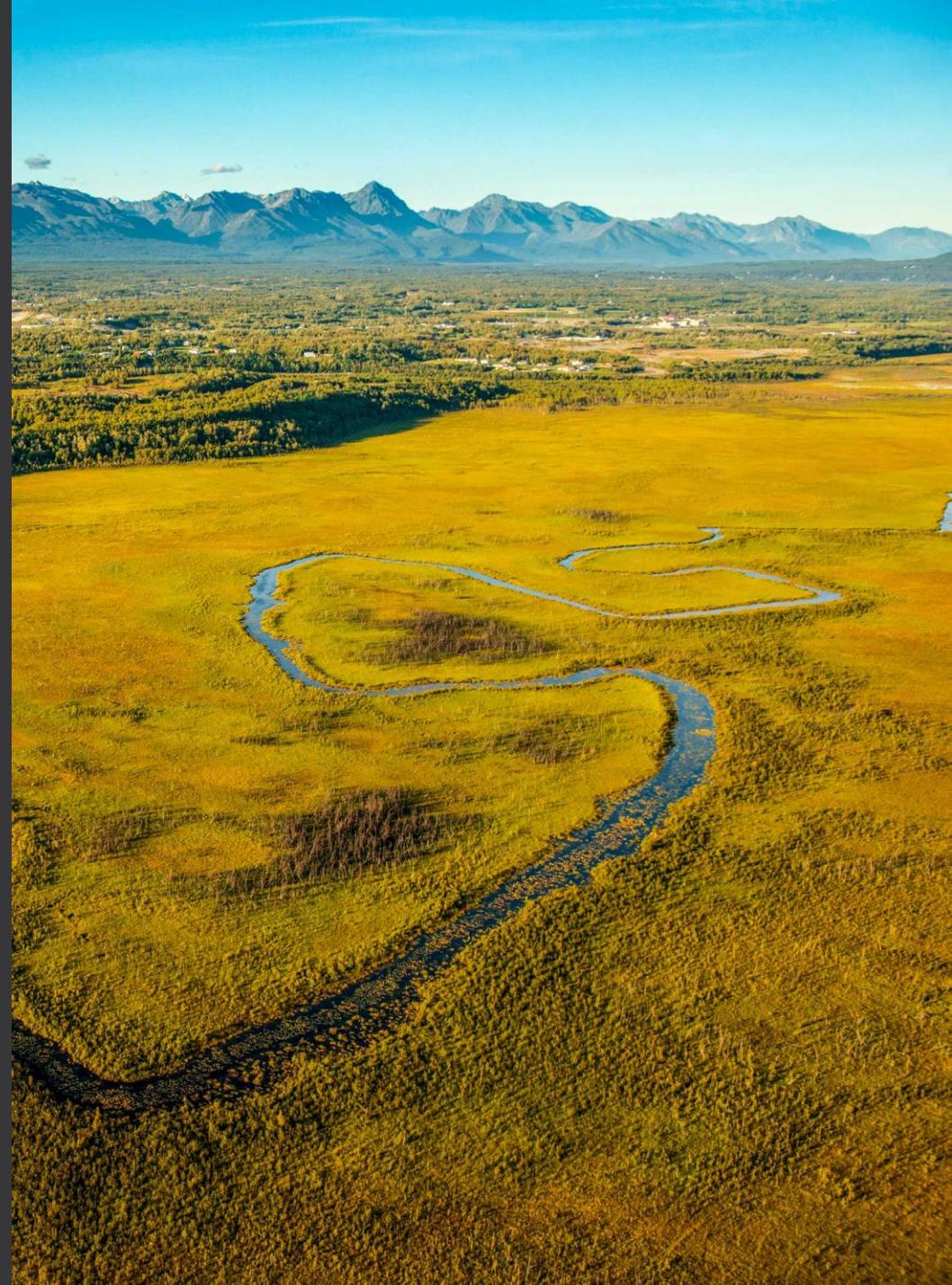
Building Board Capacity (cont.)

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



Governance 201:

Life Cycle of the Nonprofit Board



Five Stages: Aligns with Characteristics of High Performing Board

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



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



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?



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



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



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



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



New Beginnings: Considerations for Returning Board Members

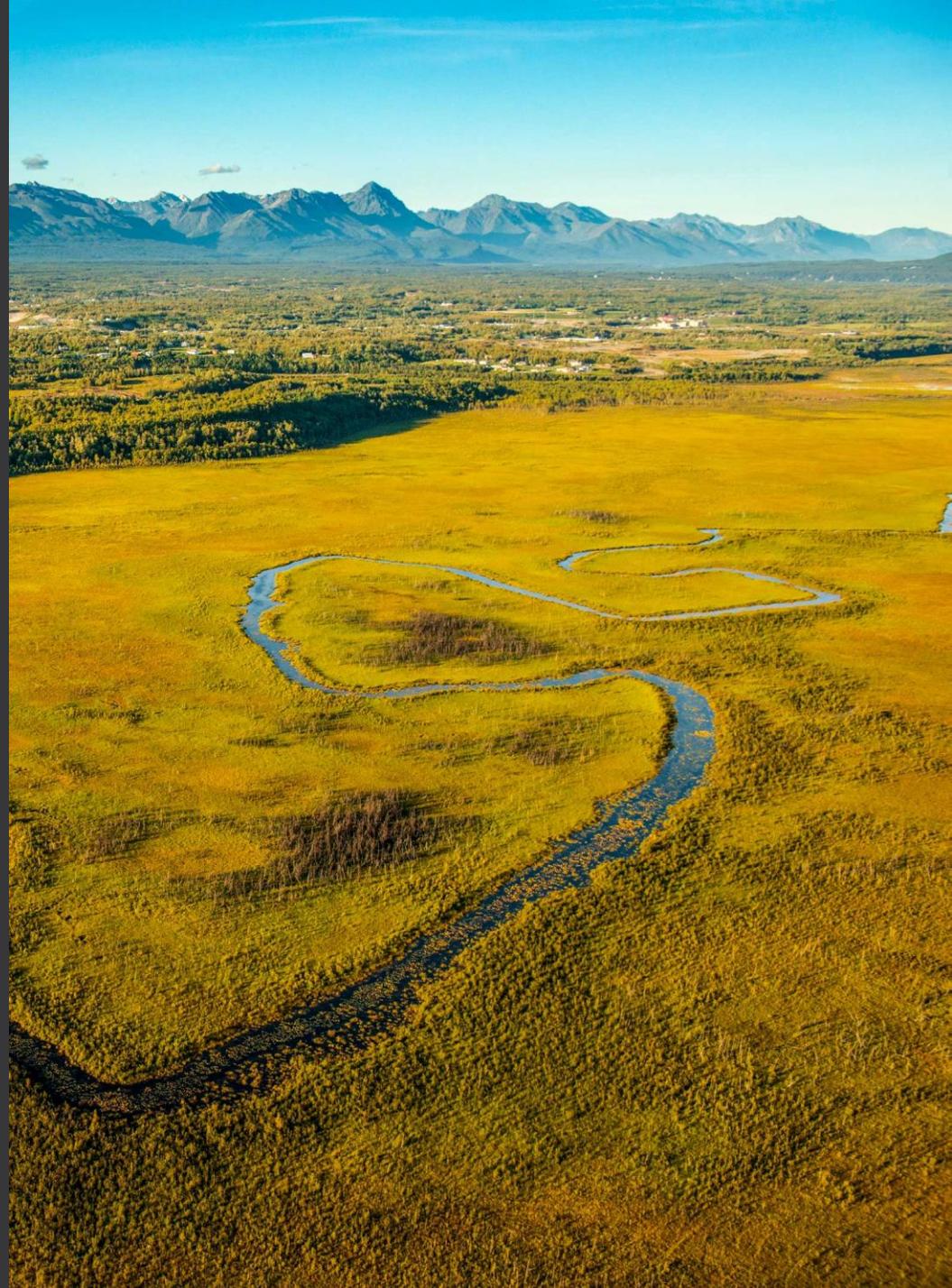
› Considerations:

- › 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



Governance 201:

Succession Planning



What Happens Now?

› Executive Directors...



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What Happens Now?

› Executive Directors...



Executive Director Reports/Board Reports

- › Boards: What did you learn?
- › Executive Directors: What did you realize?



Contingency/Emergency Plan

› Contingency Plan Checklist Questions

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



Succession Planning

- › Succession planning is a process of preparing for good leadership transition
- › Succession planning is not to be confused with executive director or key leader evaluation
- › Two key aspects of succession planning to consider:
 1. Contingency planning deals with emergencies
 2. 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



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



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?



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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Culture 201:

Creating and Sustaining Healthy Boards



Culture 101 – Traits of Unhealthy Boards

1. Dominant few
2. Imbalanced board-executive director relationship
 - › Defers too much
 - › Overreaches
3. Christian nice
4. Too homogeneous
5. Weak chair
 - › Low EQ
 - › Undisciplined
 - › Mishandles contrarians
 - › Tolerates misbehavior



Culture 201 - Ideal Board Culture

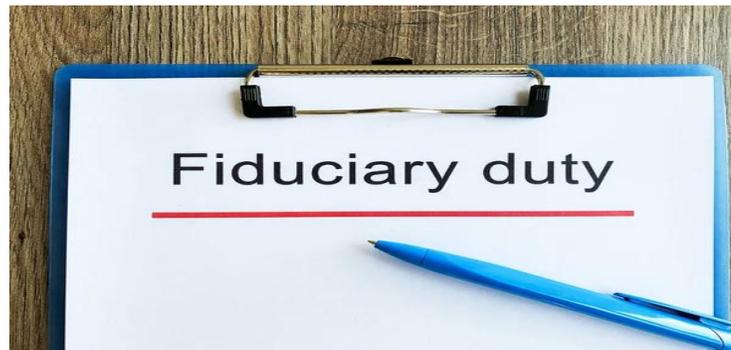
- › The board is a spiritual community called by God to steward a piece of His Kingdom work here on earth



Healthy Boards Reflect Kingdom Values

1. Stewards Rather than Owners

“This, then, is how you ought to regard us: as servants of Christ and as those entrusted...Now it is required that those who have been given a trust must prove faithful.” (1 Cor. 4:1-2)



Healthy Boards Reflect Kingdom Values

2. Spiritual Community

“Let us consider how we may spur one another on toward love and good deeds... encouraging one another...” (Heb. 10:24-25)

Create a prayer list of requests from senior staff and trustees in advance

Set aside 30-60 minutes of agenda time to pray for the ministry

Ask someone to pray after each major discussion

Schedule a devotional (or study Scripture)

Fast together



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Healthy Boards Reflect Kingdom Values

3. Relational

“Encourage one another and build each other up...” (1 Thess. 5:11)

- › Give new trustees a “board buddy”
- › Invite trustees to share “life stories”
- › Do mission together
- › Add an annual retreat
- › Include spouses whenever possible
- › Honor long-serving staff and trustees
- › Reconcile conflicts quickly and well – don’t let them fester



Healthy Boards Reflect Kingdom Values

4. Transparent

- › “If we walk in the light, as he is in the light, we have fellowship with one another... (1 John 1:7)
- › Clarify decision-making authority of:
 - › Officers
 - › Executive committee
 - › Committee chairs
- › Ensure that dissenters can share freely but not dominate



Healthy Boards Reflect Kingdom Values

5. Heterogeneous

“Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ... whether Jews or Gentiles, slave or free...

The eye cannot say to the hand, ‘I don’t need you!’... On the contrary, those parts of the body that seem to be weaker are indispensable...” (Romans 12)



Healthy Boards Reflect Kingdom Values

6. Aligned

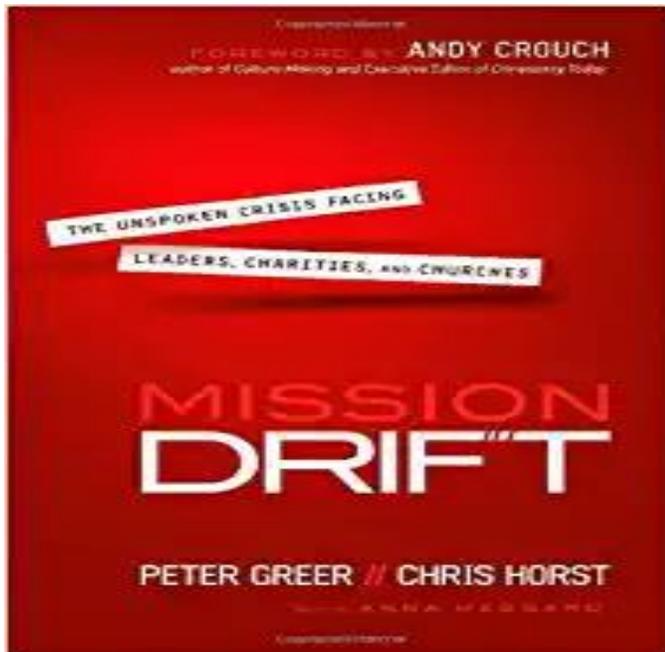
- › Regularly reference core documents during meetings:
 - › Mission Statement
 - › Vision Statement
 - › Core Values
 - › Strategic Plan
- › Ensure that **policies** are congruent with core documents – especially those related to personnel and finances



Healthy Boards Reflect Kingdom Values

7. Accountable

- › Prevent mission drift
- › Conduct audits (program & fiscal)
- › Assess performance of board officers and committee chairs
- › Terminate non-performing trustees per pre-set procedures
- › Conduct thorough annual review of executive director (including strategic plan)



Healthy Boards Reflect Kingdom Values

8. Intentional Improvement

- › “From him, the whole body - joined and held together by every supporting ligament – grows and builds itself up... as each part does its work.” (Eph 4:16)
- › Assess board’s health annually via surveys
- › Allot agenda time (and resources) for training, particularly during annual retreats



“What if we don’t change at all ...
and something magical just happens?”



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Healthy Boards Reflect Kingdom Values

9. Celebratory

- › “The Lord has done great things for us. We are glad.” (Ps. 126:3)
- › Thank God for missional fruitfulness
- › Honor those to whom honor is due
- › Be joyful together



Questions for Discussion

Work with Your Coach

1. What are the healthiest aspects of your board's culture? What is going well?
2. In what areas do you want to improve? What concrete steps should your board take next?



Sustainability 201:

The Work of High Performing Boards

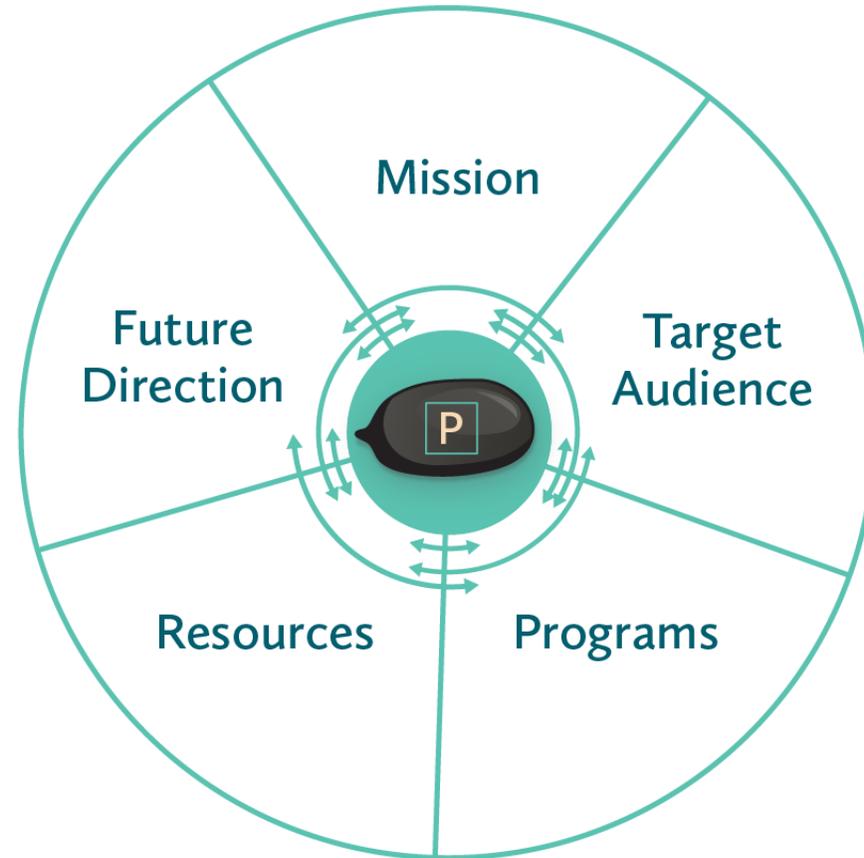


“We are not building this country of ours for a day... it is to last through the ages.”

—President Teddy Roosevelt



Organizational Model for Sustainability



What Do We Mean by Sustainable?

- › Lasting, enduring, delivering over the long-haul
- › Absorbs ups and downs
- › Flexes, but does not break
- › Balances inputs and outputs

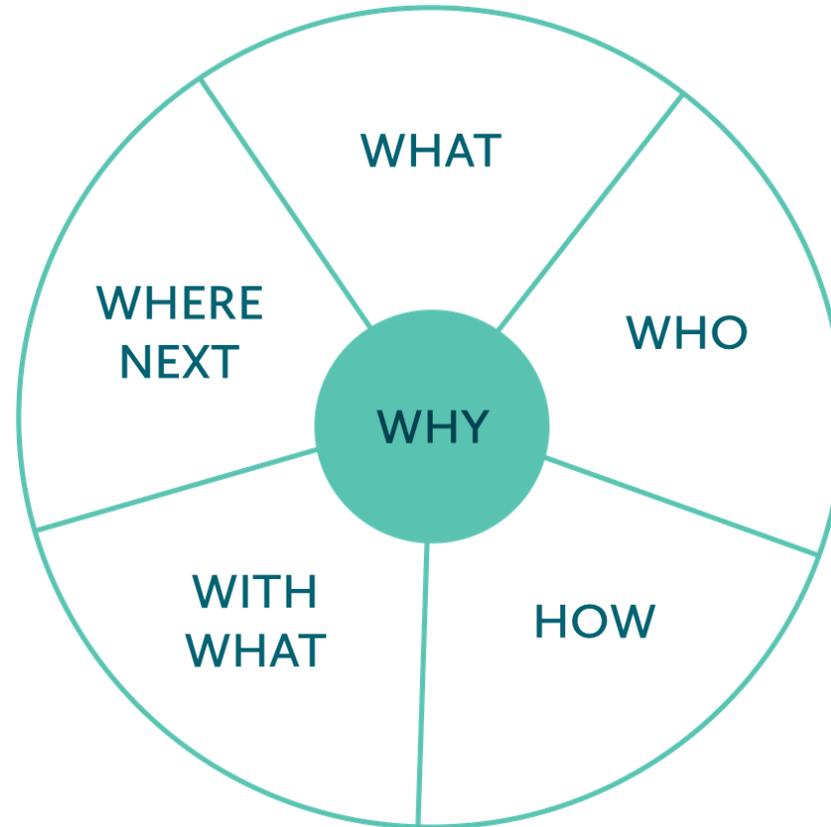


Why is a Sustainable Organizational Structure Important?

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



Organizational Model for Sustainability



Organizational Model for Sustainability



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



A Business Model

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



Organizational Model for Sustainability



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



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?



Organizational Model for Sustainability



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



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



High Performing Boards

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



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?



Organizational Model for Sustainability



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 vital



Importance of Programs

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



High Performing Boards

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



Examples of Program Pivots

- › Connect programs with outcomes through evaluation and measurement



Evaluating Programs with Quantitative Data



Meals served



People served

> Choose 5-6 metrics



Attendance



Cost of
program



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Evaluating Programs with Qualitative Data

- › Success stories
- › The power of institutional storytelling



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?



Questions the Board Should Ask

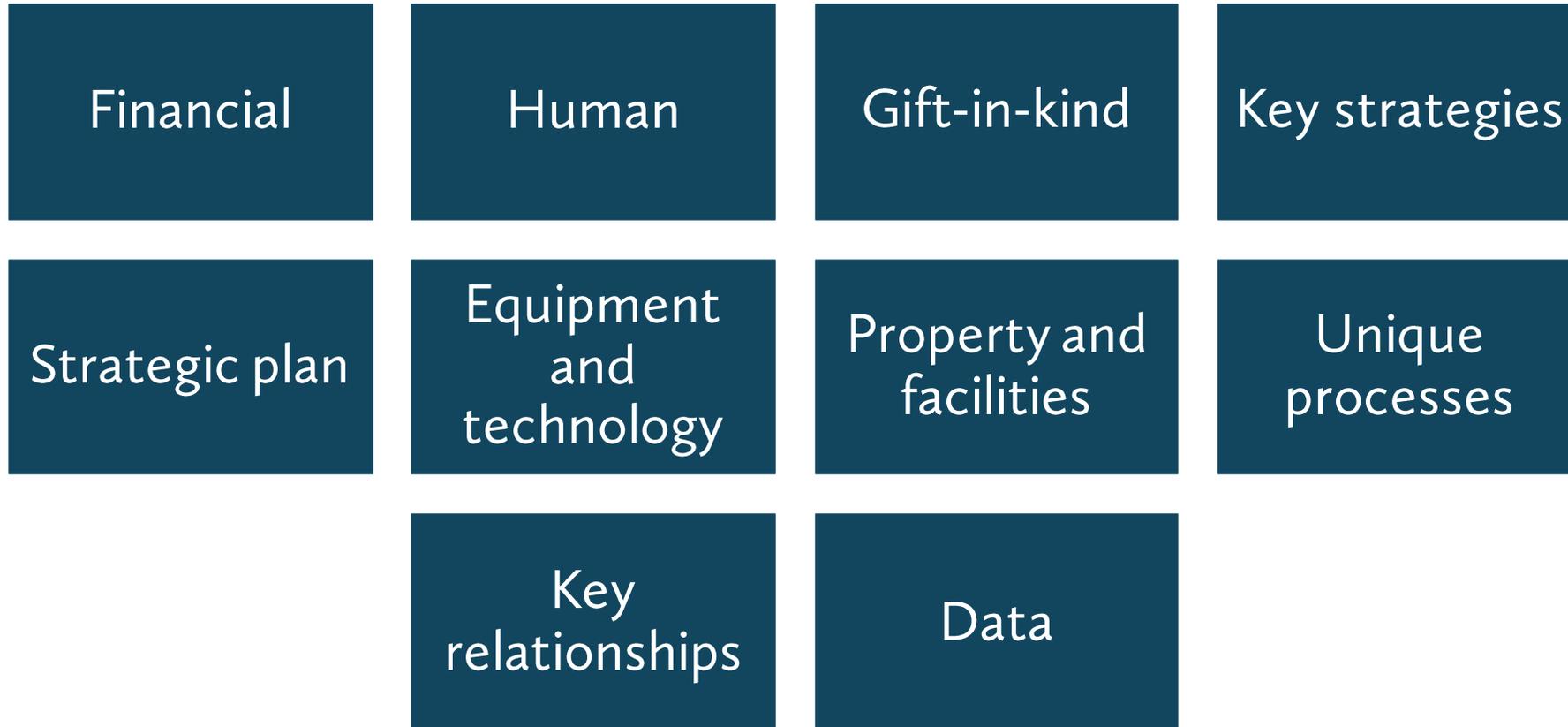
- › Does each program keep our promise to its target audience?
- › Does our board regularly review efficiency and effectiveness regarding programs?



Organizational Model for Sustainability



Resources: Quick Review



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



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?



Organizational Model for Sustainability



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 2+ years



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
- › Create space to “come up for air”



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?



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



Organizational Model for Sustainability



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



Strategic Planning 201:

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



Recap: Board's Role in Strategic Planning

- › Simple premise
- › Clear benefits
- › Good process



Recap: Board's Role in Strategic Planning

- › Simple premise
 - › Strategic Planning is done every year covering a three-year period.
 - › As the first year is completed, a new third year is added. Always three years in view.
- › Clear benefits
- › Good process



Recap: Board's Role in Strategic Planning

› Clear benefits

- › 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



Recap: Board's Role in Strategic Planning

› Good process components

- › Mission, vision, and values
- › Our customers and what they value
- › Environmental scan
- › SWOT analysis
- › Trends (internal & external)
- › Assumptions
- › Visionary priorities
- › Top three to five goals for year one
- › Narrative Building
- › Board and senior team goals and dashboards
- › Rolling three-year strategic plan Document
- › Updating process



Board's Role in Strategic Planning

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>
<i>Reasons for organization to exist are determined by the board</i>	<i>Reasons for organization to exist are determined by the board</i>	<i>Reasons for organization to exist are determined by the board</i>	<i>Reasons for organization to exist are determined by the board</i>	<i>Reasons for organization to exist are determined by the executive director</i>
<i>Organizational long-term goals are set by the board</i>	<i>Organizational long-term goals are set by the board</i>	<i>Organizational long-term goals are set by the board</i>	<i>Organizational long-term goals are set by the executive director</i>	<i>Organizational long-term goals are set by the executive director</i>
<i>Strategies to achieve organizational long-term goals are developed by the board</i>	<i>Strategies to achieve organizational long-term goals are developed by the board</i>	<i>Strategies to achieve organizational long-term goals are developed by the executive director</i>	<i>Strategies to achieve organizational long-term goals are developed by the executive director</i>	<i>Strategies to achieve organizational long-term goals are developed by the executive director</i>
<i>Day-to-day operational authority rests with the board</i>	<i>Day-to-day operational authority rests with the executive director</i>	<i>Day-to-day operational authority rests with the executive director</i>	<i>Day-to-day operational authority rests with the executive director</i>	<i>Day-to-day operational authority rests with the executive director</i>
<i>The board spends most of its time DOING the work of the organization</i>	<i>The board spends most of its time SUPERVISING the work of the organization</i>	<i>The board spends most of its time DIRECTING the work of the organization</i>	<i>The board spends most of its time GOVERNING the organization</i>	<i>The board spends most of its time AFFIRMING the work of the organization</i>
<i>Primary board output is LABOR</i>	<i>Primary board output is COORDINATION</i>	<i>Primary board output is DIRECTION</i>	<i>Primary board output is COUNSEL</i>	<i>Primary board output is ENDORSEMENT</i>

- ▶ *Board responsibilities*
- ▶ *Executive director responsibilities*



These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004



Board's Role in Aligning the Strategic Plan, Annual Operating Plan, and Mission

- › Promise: *why we exist*
- › Mission: *what we do*
- › Annual Operating Plan: *how we operate*
- › Strategic Plan: *where we are going*



Strategic Planning 201:

Steps for Strategy Formation



Starting Strategy Formation

- › Strategy Formation is about making choices and deciding on an organizational focus
 - › It positions your organization for greater impact
- › Sound Strategy Formation answers many *essential* questions
 - › Every board needs answers for these questions



Strategy Formation Questions

- › Why does our organization exist today?
- › What are the contributions we make and to whom?
- › Is everything we provide still needed?
- › Are these needs stable, growing or declining?
- › Are other organizations meeting these needs?



Strategy Formation Questions

- › What is our organization's position in the current service environment?
- › Is our organization in the best possible position in the current environment?
- › How will our service environment change in the next three years?
- › What is our desired position in the future service environment?
- › What needs to change or happen for us to reach our desired position in the future service environment?



Organize your effort

- › Strategy Formation questions are complex and will take time and effort to answer well
 - › Insist on thoughtful, in-depth, and clear responses
 - › Choose a method to guide the development of responses and answers
- › We would like you to consider one method we think works well for Strategy Formation - ***Narratives***



Narratives – What do we mean by it?

- › Summary descriptions of key elements of strategy
 - › Business Environment and its changing nature
 - › Organization's Current and Future position in it
- › Narratives are focused and concise
 - › 1/2 page to one page maximum
- › Narratives are the result of diligent and detailed work



Narratives – Benefits

- › Summary in nature
 - › High level, not overly detailed
- › Sets context well
- › Tells a story that is easy to connect with



Narratives – The Process

- › Gather the right people
- › Research the Narrative Topic
- › Garner agreement on research findings
- › Write a draft narrative
 - › Assign 1 or 2 people to do this
- › Finalize narrative



The “Purpose” Narrative

- › Why does our organization exist?
 - › Describe the contribution the organization brings to the world
- › What is our organization’s promise?
 - › Describe the need the organization set out to meet



Current “Service Environment” Narrative

- › Is what we provide still needed?
 - › Gather information about current relevance/impact of programs and forces affecting them.
- › Is that need growing, stable, or declining?
 - › What are key beneficiaries saying?
 - › What are those supporting key beneficiaries saying?
- › Who else is meeting these needs?
 - › Conduct a thoughtful competitive/comparative analysis.



Our “Current Position” Narrative

- › What is our organization’s position in the current environment?
 - › Focuses on internal choices and their effectiveness
- › Is our organization positioned for success in this environment?
 - › Explain “why” or “why not”



Our “Future Service Environment” Narrative

- › How will the service environment change in the next 3 years?
 - › Describe it!
 - › What are we basing these observations on?
 - › Actually gather supporting data.
 - › What are we offering that is likely to experience increase/decrease in demand?
 - › Be comprehensive in your review (any and all ways).



Our “Future Position” Narrative

- › What will our desired position be in the future service environment?
 - › “Preferred Future”
 - › Who is your Preferred Client/Beneficiary?
 - › Why will they choose you over other options?
 - › What needs will you be meeting?
 - › What capacity will be required to meet these needs?
 - › What challenges or unknowns cause you concern?



What Needs to Change?

- › What needs to change for us to reach our desired position in the environment 3 years from now?
 - › Create a working list of needed changes.
 - › These changes help you move from your current position to the preferred future.
 - › Confirm alignment of changes with promise and mission.



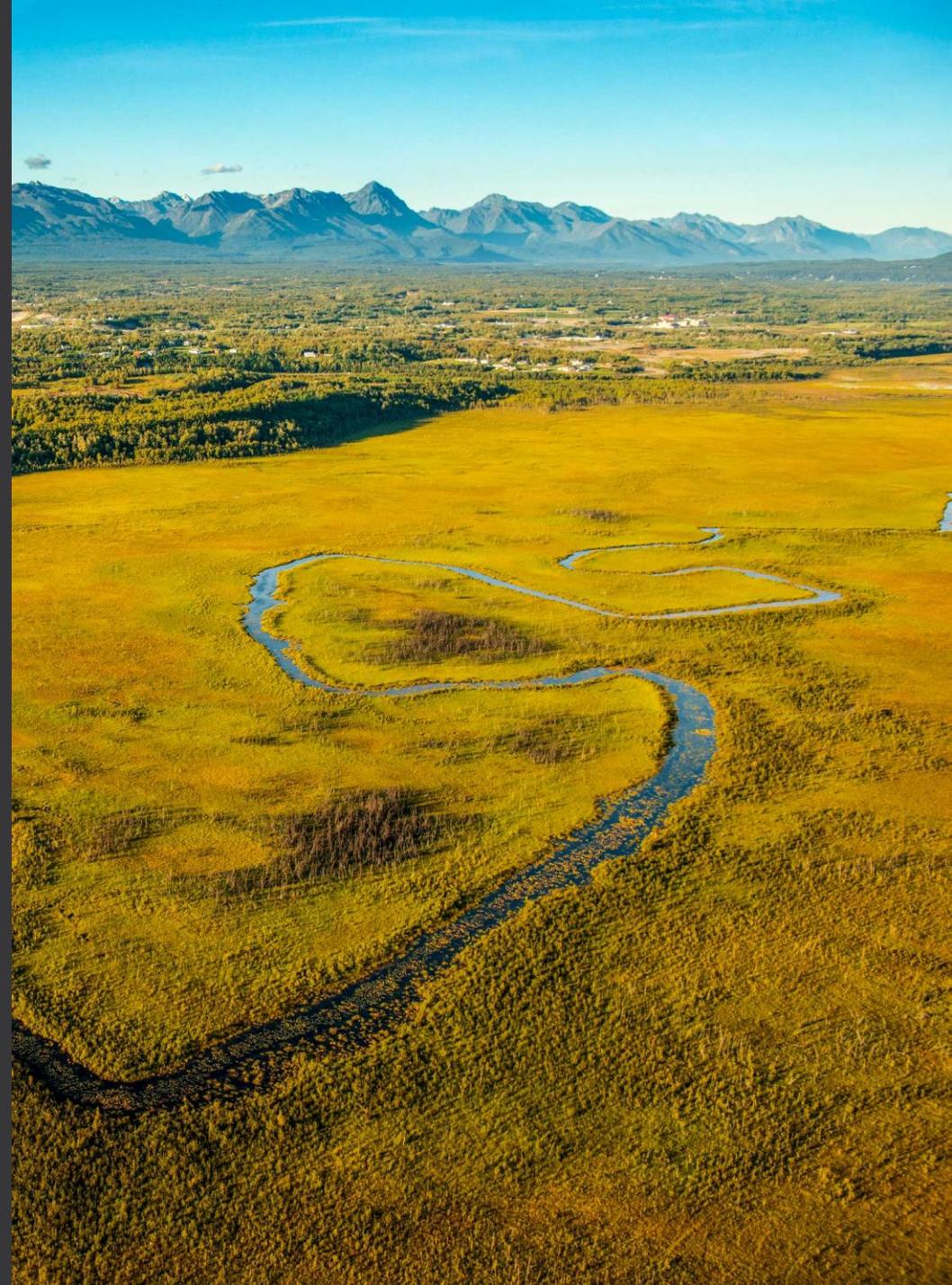
Focused Priorities

- › Prioritize the “what needs to change” list.
 - › Consider impact and resource needs
 - › Clients first / Staff second
- › Focus on the top 5 strategic priorities to guide planning.



Strategic Planning 201:

Planning the Path to Execution



Rolling Three-Year Plan Advantages

- › Realistic time horizon
- › Maintains a consistent planning window
- › Easy to update and modify—dynamic
- › Informs the current annual operations plan
- › Provides accountability for the future direction



Rolling Three-Year Plan Phases

- › Phase 1: Laying the Foundation
 - › Transferred from Organizational Framework
 - › Transferred from Strategic Formation
- › Phase 2: Strategic Priorities
 - › Transferred from Strategic Formation
- › Phase 3: The Working Plan
 - › Spread out over 3 years



Rolling Three-Year Plan: Phase 1

- › Promise: Describe **WHY** the organization exists
- › Mission: Describe **WHAT** the organization does
- › Future Direction: Describe **WHERE** the organization is going
- › Values: Describe **HOW** the organization will conduct itself in pursuit of the mission
- › Tag Line or Slogan: Unique identifier of the organization that speaks to the promise



Rolling Three-Year Plan: Phase 2

- › Strategic Next Steps:

- › Focus priorities of the organization over the next three years
- › Reviewed and updated annually

- › *Recommendation: Limit the organization to 5 strategic next steps in any one year.*



Rolling Three-Year Plan: Phase 3

Strategic Next Steps	Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 & Beyond Goals
#1				
#2				
#3				
#4				
#5				



Rolling Three-Year Plan: Results

- › Answers the big questions
- › Guides resource allocation
- › Provides directions that can be implemented organization-wide
- › Develops outcomes for which management is responsible



Strategic Planning 201:

Using, Evaluating, and Updating the Plan



Using the Plan: Implementation

- › Monthly written report 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



Reviewing & Updating the Plan

- › Monthly Review of Plan
 - › How is performance against the plan?
 - › What adjustments need to be considered?
- › Semi-Annual Plan Updates
 - › What are the recommendations for plan changes?
 - › Assumptions, Narratives, Strategic Priorities
 - › Approved by the board
- › Tied to the board-approved annual budget



Spoiler Alert

A plan is only as effective as its
updating process



Board Leadership
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Thank you

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