

Board Leadership & Development

General Program 2023

Resource Book
May 1–2 & June 5–6, 2023



Board Leadership
& Development

A MURDOCK TRUST PROGRAM

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Board Leadership & Development Program 2023

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

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Top Five Strategic Next Steps

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



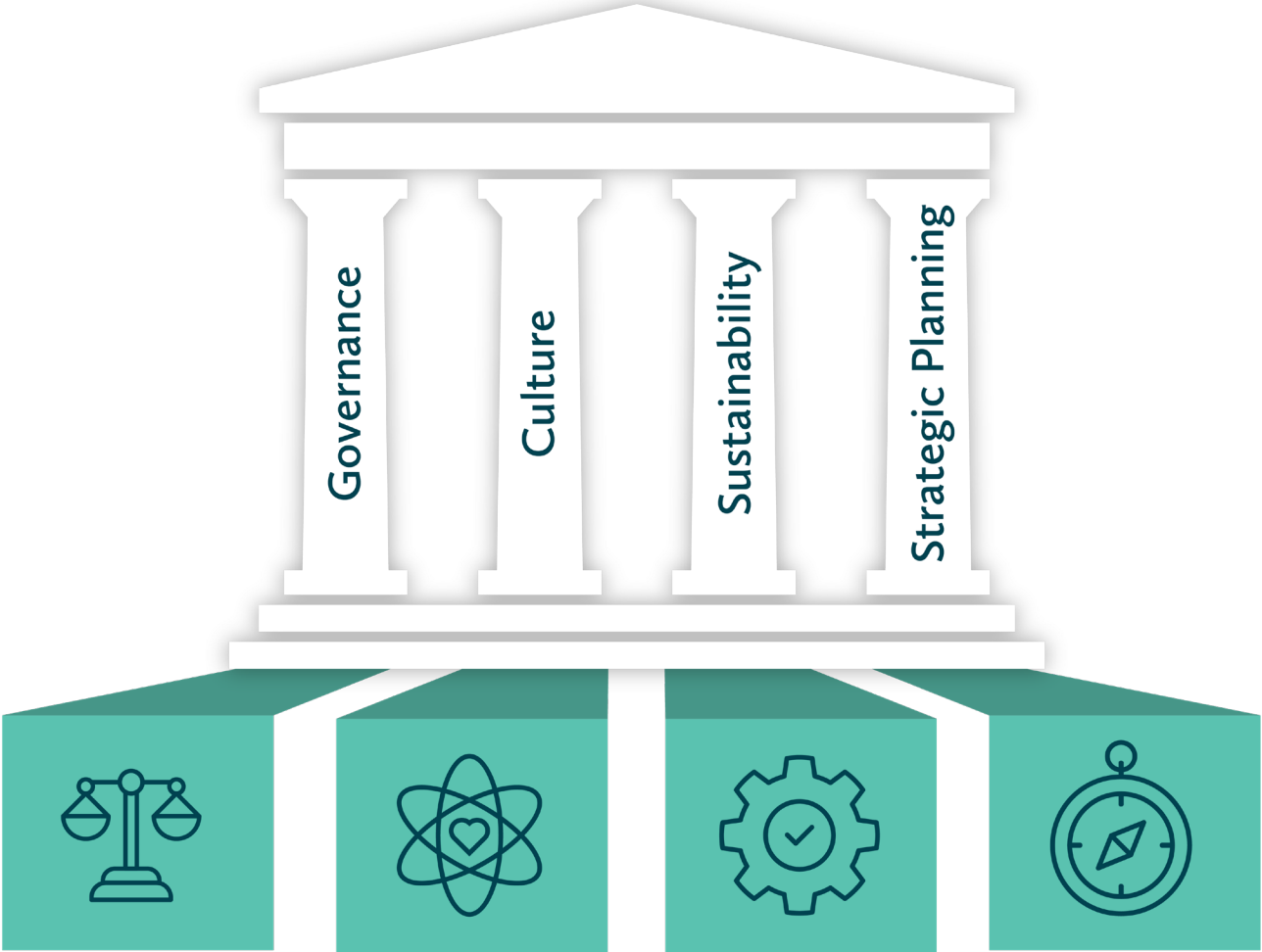
Setting the Stage

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



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Board Leadership Pillars



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/Business Model)
4. Holds the long view in mind (Dynamic **Strategic Plan**)



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Governance 101

The Primary Work of the Board on Behalf of
the Organization



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The 3 hats of a board member



☑ GOVERNANCE HAT

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

☑ VOLUNTEER HAT

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

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

☑ PARTICIPANT HAT

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

Visit www.ECFA.org for more information on the Three Hats

View the *ECFA Governance Toolbox Series No. 1:*
Recruiting Board Members Leveraging the 4 Phases of Board Recruitment:
Cultivation, Recruitment, Orientation, Engagement

ASSESSMENT

WORKSHEET: WHAT HAT ARE YOU WEARING WHEN...

Check one box per row.

BOARD MEMBER HATS:	GOVERNANCE HAT	VOLUNTEER HAT	PARTICIPANT HAT
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."			

TOOL: THE BOARD MEMBER ANNUAL AFFIRMATION STATEMENT

SAMPLE ONLY - not prescriptive for your organization

Board Member Annual Affirmation Statement

A resource to supplement the materials in the *ECFA Governance Toolbox Series No. 2: Balancing Board Roles*

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

www.ecfa.org/Content/Governance-Toolbox-Series-2

“With crystal clarity, we explain the three distinct hats of board service: Governance, Volunteer and Participant.”

ECFA Governance Toolbox Series No. 1: Recruiting Board Members (page 11)

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: 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

MY COMMITMENT.

- 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.

Term of office January 1, _____ to December 31, _____ (3 years)

Board Members Wear 3 Hats:

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

Board Responsibilities:

GOVERNANCE HAT

Circle: Yes or No

- | | | | |
|-----|----|----|--|
| Yes | No | 1. | I affirm the mission and vision of XYZ Organization. |
| Yes | No | 2. | 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 | 3. | I will actively support the Executive Director, staff, and other members of the board. |
| Yes | No | 4. | I will attend and be prepared for board meetings, committee assignments, and taskforces. I will participate in regularly scheduled conference calls. |
| Yes | No | 5. | 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. |

Note: "Generous giving" does not mean that our board members must be wealthy. Instead, when at all possible, we encourage each board member to prioritize XYZ Organization so it is one of the "top three" ministries for an individual's annual giving. (See the Board Policies Manual for more details.)

- | | | | |
|-----|----|----|---|
| Yes | No | 6. | I will seek to influence my colleagues, my company, potential donors and foundations to volunteer and give to XYZ Organization. |
| Yes | No | 7. | I am committed to being a person of integrity and sound character. |

Yes No 8. I will carefully consider opportunities to serve on board committees.

Yes No 9. 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.

VOLUNTEER HAT

Circle: Yes or No

Yes No 1. 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 2. 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 3. 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.

Yes No 4. Other _____

PARTICIPANT HAT

Circle: Yes or No

Yes No 1. 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 2. I will encourage people to get involved with XYZ and to participate in events.

Yes No 3. I will participate in at least one event each year at my own expense.

Yes No 4. Other _____

Signed: _____

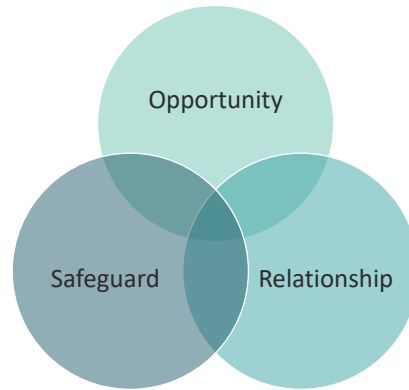
Date: _____

Print Name: _____

Board Policies

The board focuses on three types of policies

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



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The Corral

- > Board policies as safeguards
- > Case study



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.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

14. The board regularly reviews and evaluates the Executive Director’s performance.

--	--	--	--	--

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

--	--	--	--	--

16. The board engages in discussion around significant issues.

--	--	--	--	--

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

--	--	--	--	--

MISSION AND PURPOSE

LOW				HIGH
1	2	3	4	5

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

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

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

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

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

BOARD MEMBERSHIP

LOW			HIGH	
1	2	3	4	5

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

7. Each board member financially supports the organization annually.

--	--	--	--	--

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

--	--	--	--	--

ADMINISTRATION AND STAFF SUPPORT

LOW			HIGH	
1	2	3	4	5

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

Governance 201

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



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
- > Give priority for needed diversity in recruitment efforts



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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



Beginning: Welcoming, Informing, and Orienting New Board Members

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



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Continue: Effectively Involving Board Members to Achieve the Vision

› Five Considerations

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



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End: Helping Board Members Complete Their Service

› Three Reasons to Move Members Off the Board:

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



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Keys for Good Endings

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



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Places for Former Members to Continue Serving

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



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



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

1. Who takes the lead?

a. What are the decision-making parameters?

b. How much money can be spent?

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

a. Organization

b. Donors

c. Family

d. Insurance—should you have it?

e. Constituents

f. Bank

g. Others?

3. What about the organization?

a. Who is in charge?

b. Will we pay them extra?

c. How do we communicate?

d. Is there an interim leader?

e. Do we start a search?

f. How is the search to be paid for?

4. What about the family?

a. Do they know?

b. What can be done to ease the pain?

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

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:

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



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Questions to Answer:



Does the board have a formal evaluation process?



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



Governance 201

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 DOING the work of the organization	The board spends most of its time SUPERVISING the work of the organization	The board spends most of its time DIRECTING the work of the organization	The board spends most of its time GOVERNING the work of the organization	The board spends most of its time AFFIRMING the work of the organization
Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT

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. “Adjourned is adjourned”—board members have no authority outside board meetings		
4. All execution and implementation assigned to Executive Director		
5. “The board speaks with one voice or not at all”		
6. Board members chair and serve on various operational committees, including Program, Operations, and Fund Development Committees		
7. 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.



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Board Member Temptations

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



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									
THE BOARD	1	2	3	4	5	6	7	8	9	10										
1. Sets the board’s work plan and agenda for the year and for each meeting																				
2. Determines board training and development needs																				
3. Attends to discipline in board attendance, following bylaws and other self-imposed rules																				
4. Continually improves their expertise as life-long learners in governance																				
5. Meets with and gathers wisdom from the organization’s customers and “owners”																				
6. Establishes the limits of the 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				
Board's Style 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				
Executive Director's Style 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

**WHAT IS YOUR ANALYSIS OF THE STYLES OF YOUR
BOARD AND EXECUTIVE DIRECTOR?**

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				
Board's Style 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				
Executive Director's Style 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?**

Culture 101

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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Five Practices to Strengthen Your Board Culture

- › Recognize the **importance** of a strong and healthy board culture
- › **Assess** your organization's current culture
- › Be **intentional** about working together towards improving it
- › Understand and **utilize practices** that support a healthy board culture
- › **Reassess** your culture annually and **emphasize** it during times of change and transition



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Healthy Board Culture

COLLABORATIVE

Respect
Trust
Hospitable

DIVERSE

Backgrounds
Opinions
Ways of thinking

DECISIVE

Focused Agenda
Measurable Results
Outcomes-
Oriented

ACCOUNTABLE

To organization
To chair
To others

Driven by
Mission & Values

DATA DRIVEN

Assessing Org.
Assessing Board
Assessing Self

INQUISITIVE

Engaged
Curious
Questioning

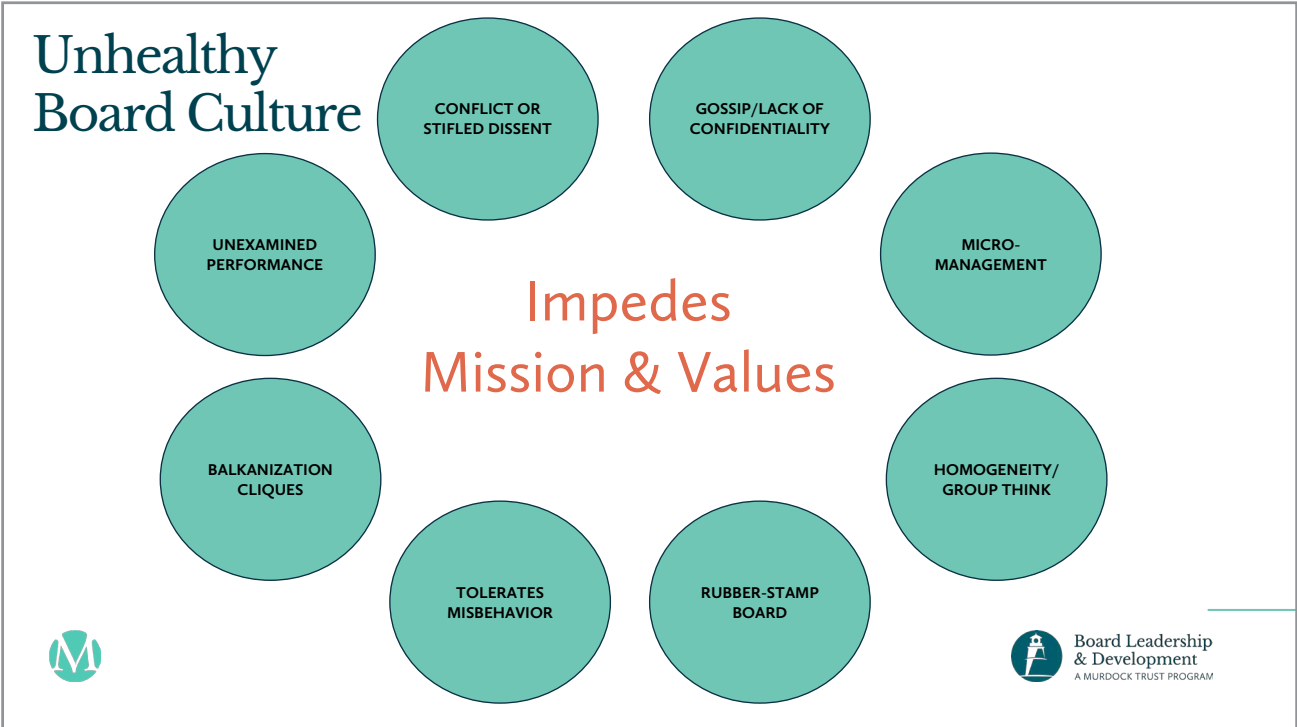
AMBASSADOR

Reputation
Goodwill
Public Relations

DISCIPLINED

Focused
Prepared
Consistent





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
---	---	---	---	---	---	---	---	---	----

COLLECTIVE WISDOM

INDIVIDUAL CONVICTIONS

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

OPEN-MINDED

CLOSE-MINDED

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

TRANSPARENCY

OPACITY

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

CONFIDENTIALITY

LACK OF CONFIDENTIALITY

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

DILIGENCE

DISENGAGEMENT

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

RESPECT AND TRUST

DISREGARD AND DISTRUST

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

CLEAR EXPECTATIONS

AMBIGUOUS EXPECTATIONS

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

MUTUAL ACCOUNTABILITY

COLLECTIVE IMPUNITY

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

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

Be *Intentional* about Improving Culture

- › Work together to improve and maintain
- › Owned by the entire board
- › Monitored and assessed by a specific committee
- › Led by Board Chair and Executive Director



Utilize Practices that Drive a Healthy Culture

1. A chair who is an ***effective facilitator***

2. ***Strong relationships*** among board members, with Executive Director and senior leadership

3. Board cultures that take the ***long view***



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Chair Facilitates Healthy Culture

- › Cultivates a strong partnership with Executive Director
- › Resolves conflicts
- › Builds consensus and reaches compromise
- › Fosters an environment that builds trust
- › Frames questions and discusses issues strategically



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Build Strong Relationships

- › Manage expectations on the front end
- › Ensure board feels appreciated
- › Leverage gifts and skills of board members
- › Value all perspectives and opinions, while speaking with one voice



Take the Long View

- › Spend 70%-80% on future vs. 20%-30% on current issues
- › Use longer time horizons when making decisions
 - › 3 years or more
- › Strategic vs. tactical focus—creates robust discussions
 - › Makes most of diverse perspectives
- › Challenges leadership to consider different future scenarios



Reassess and Emphasize Culture

- › Include questions in annual or bi-annual board evaluations
- › Emphasize the importance of culture during times of transition
- › When it's broken, be intentional about fixing it.



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Quick Review—for a Healthy Culture

- › Recognize the *importance* of culture
- › **Assess** current culture
- › Be *intentional* about improving it
- › **Utilize** healthy board culture practices—3 Drivers
- › **Reassess** your culture regularly



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Breakout Discussion/Work with Coach

1. Discuss the healthy and unhealthy aspects of your board culture based on the board assessment.
2. Discuss unwritten rules as well as clear and hidden assumptions within your board’s culture.
3. Does your board have specific values it aspires to? If so, what are they?
4. How do you describe board culture to a prospective board member?
5. What might you want the board culture to look like in two years?
6. What steps could you take to make shifts in board culture?
7. Should we add board culture to your Top 5 Strategic Next Steps?



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Culture 201

Board Table Manners:
Four Conversations about Culture
that Every Board Must Have



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Have you ever been in a meeting in which you had to figure out a strategy to “Speak Up?”

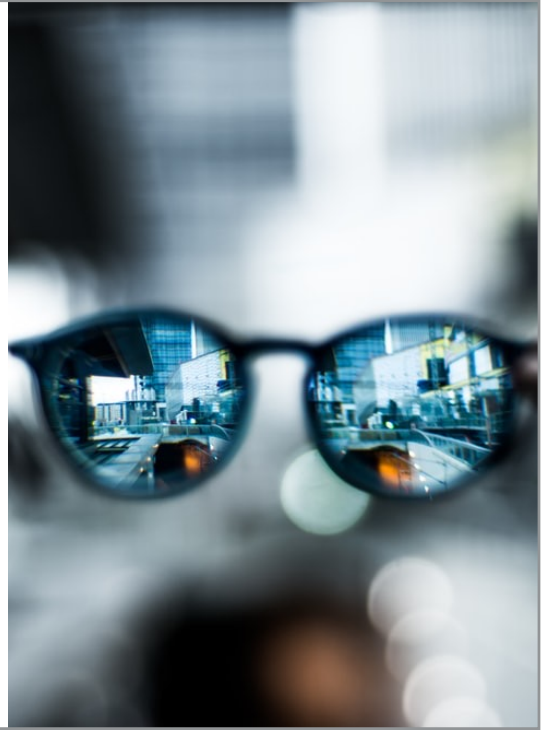
Talk to the colleagues at your table about a time you were compelled to “Speak Up” or a time you were compelled to “Hold Your Tongue.”



A series of horizontal lines for writing notes, starting below the main text area and extending to the bottom of the page.

Setting the Context

- › **Stewardship**—the careful management and care of something that has been entrusted to you
- › **Hospitality**—the act of welcoming the stranger
- › **Humility**—knowing who you are, recognizing the value of others in the context of something greater than yourself
- › **Culture**—the way we say we get things done and the way we really get things done



Cultural Humility

- › Competence is what we have to know in order to achieve an outcome, but....
- › Cultural humility implies a posture of listening to learn, being other-oriented, and willingness to change systems.
- › 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.



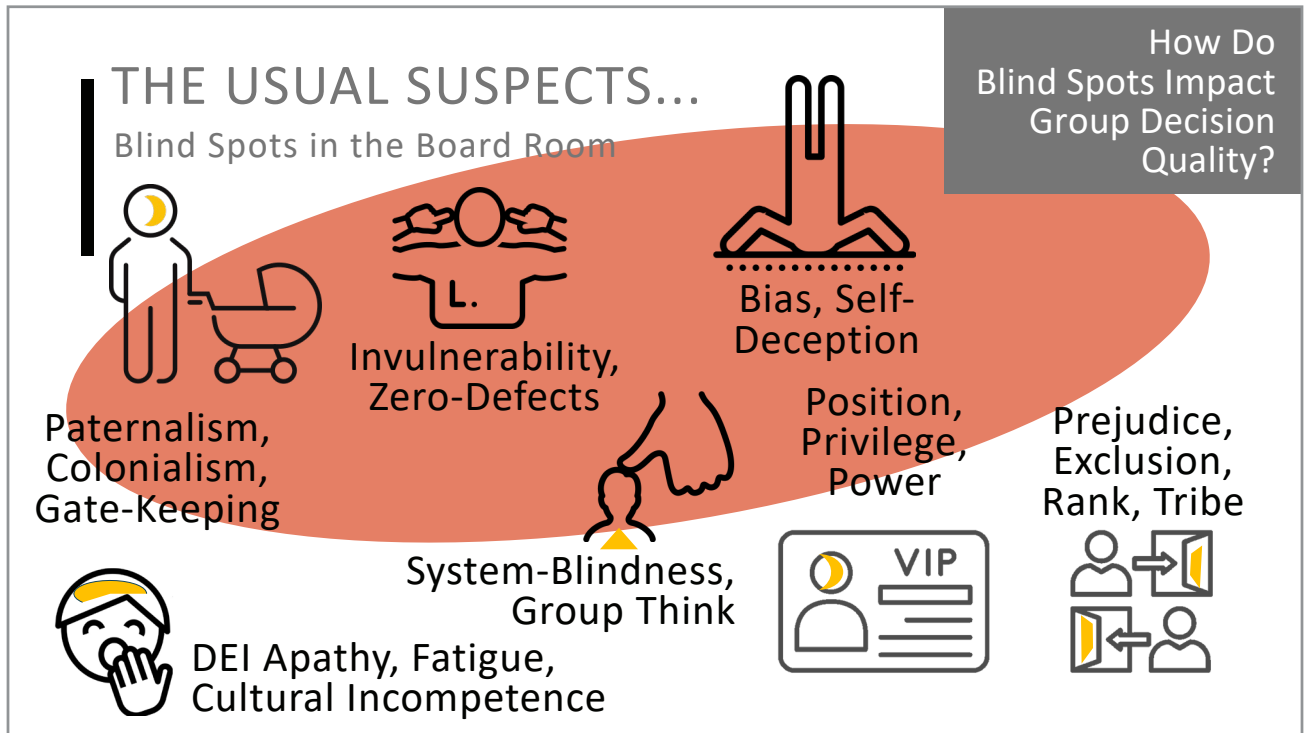
Cultural Humility Benefits Everyone

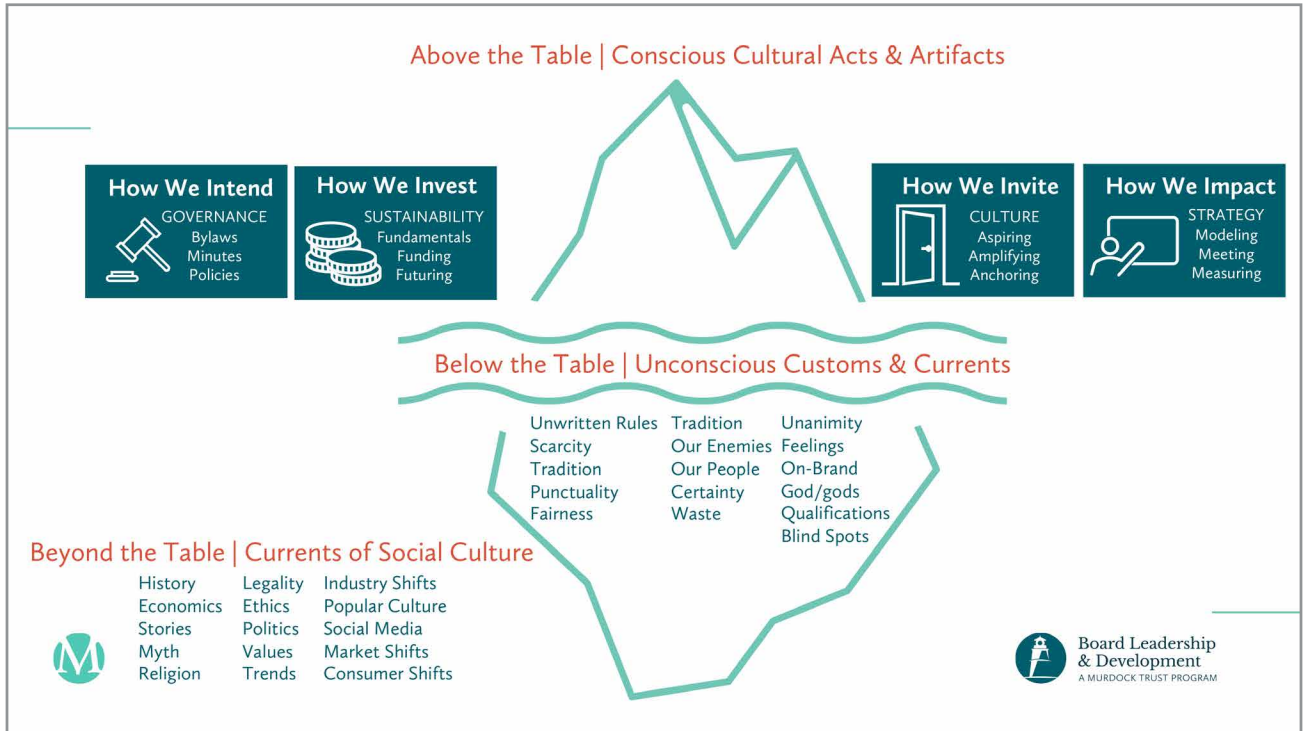
When teams diversify, they become more innovative and financial postures improve.

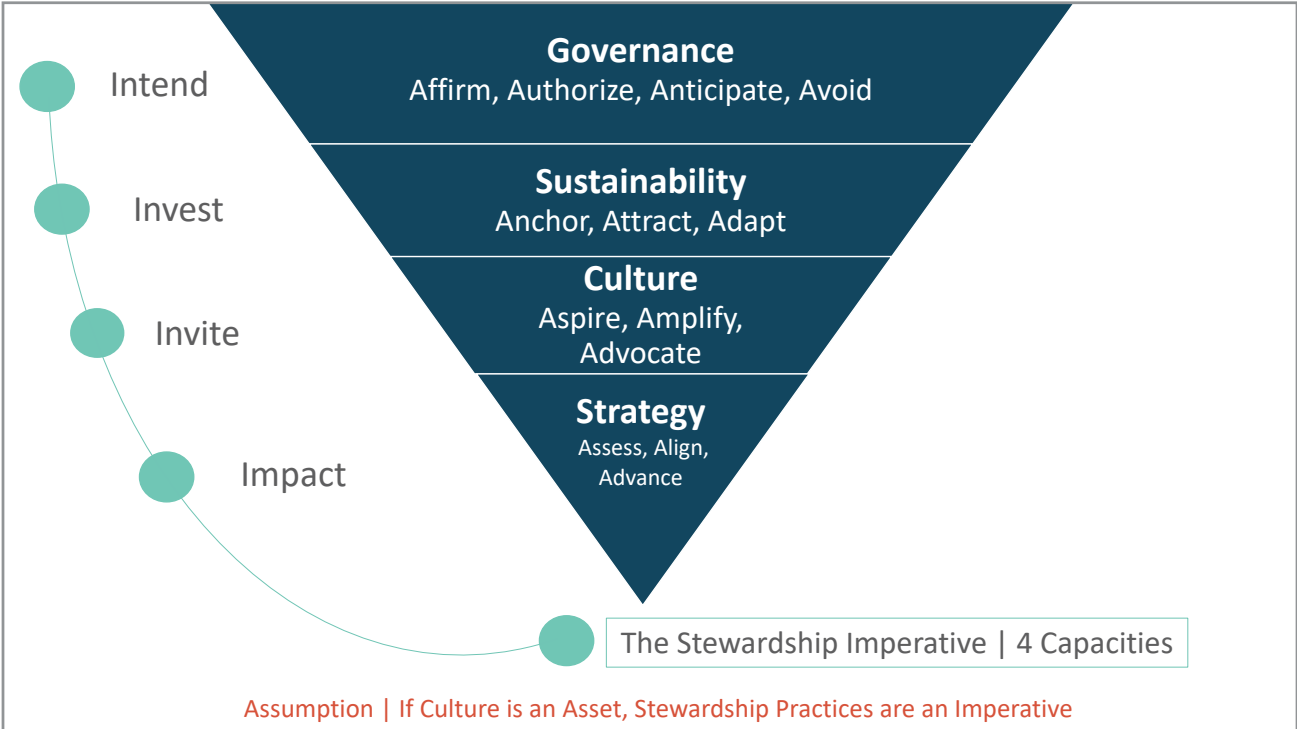
Boards with greater diverse demographic representation – ethnicity, gender, age, capability – have higher engagement.

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









The Placemat | 4 Conversation Starters

Organization

Member

Date

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 or 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



M.J. Murdock Charitable Trust © 2021

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.



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Invest

- > We require budget priorities to reflect missional intent.
- > We fund evidence-based efforts-to-outcome strategies.
- > We ask, “how can we afford it?” instead of “can we afford it?”
- > We model missional engagement by participating financially.
- > We build board capacity through cultural mentors & advisors.

Committing
(Resources)
Earning a Return,
Acting for Future
Advantage,
Engaging
Emotionally.



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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.



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The Placemat | 4 Conversation Starters

A. Intend

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

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

BOARD CULTURE

PLACEMAT

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

Organization	Member	Date

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Definition | Welcoming Participation, Politely Increasing Chance, Offering Incentive.

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Start

Stop

Conversation Starters

- Score Each Item, Using a 1-5 Scale.
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- Host a Conversation: “I Propose We Start, Stop, or Strengthen _____.” Use Your Notes.

Strengthen



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

Sustainability 101

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



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Why is Sustainability Important?

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



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.
- › Identify the elements of your organization's framework



GROUP EXERCISE:

Identify the elements of your organization's framework. Think in terms of ingredients in a recipe.

1. _____

2. _____

3. _____

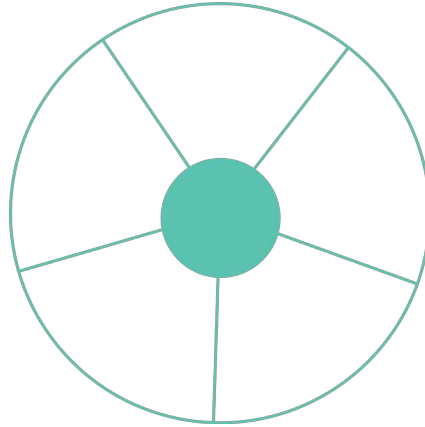
4. _____

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



What is Your Promise?

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



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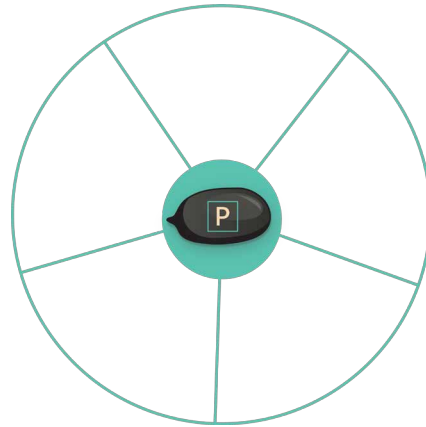
GROUP EXERCISE:

Why was your organization founded?

What need did it set out to meet?

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

› What is your promise?

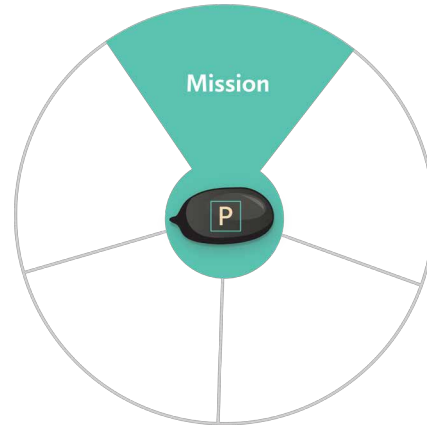


GROUP EXERCISE:

What is your promise?

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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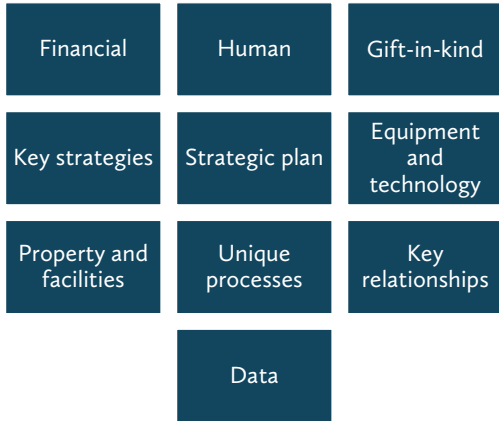
Fourth Core Element: Resources



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A series of ten horizontal lines for taking notes.

Fourth Core Element: Resources



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



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Fifth Core Element: Future Direction

- › “Future” is the key word
- › Proactive versus reactive
- › Disruption will drive this if nothing else
- › How will you deliver your mission three years from now?



Three Most Important Concepts with the Organizational Framework

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



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ASSESSMENT

LOW					HIGH	
1	2	3	4	5		

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

GROUP COMPOSITE AVERAGE SCORE

Question 1 _____

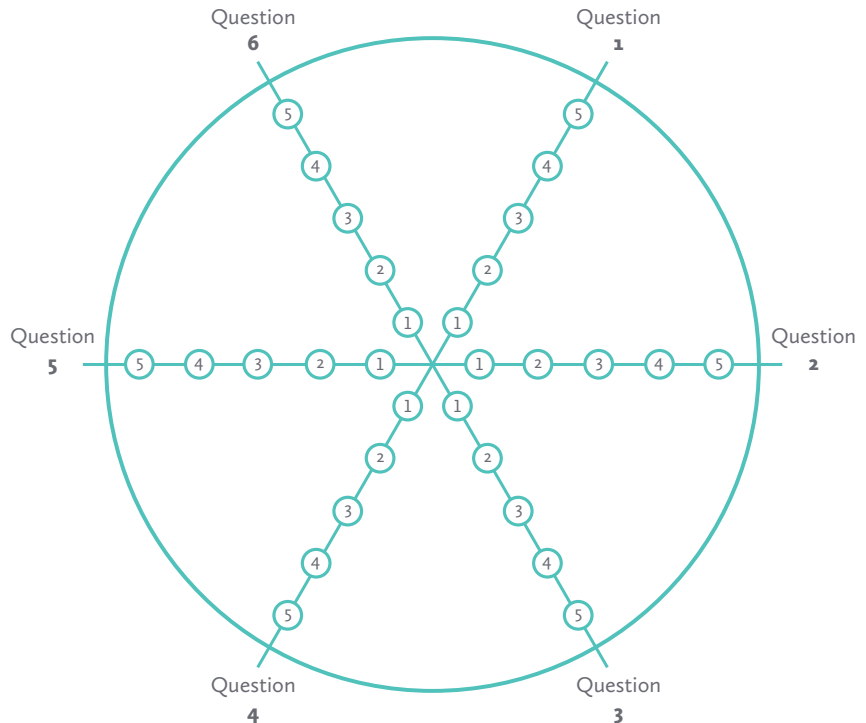
Question 2 _____

Question 3 _____

Question 4 _____

Question 5 _____

Question 6 _____



ASSESSMENT FOLLOW-UP QUESTIONS

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

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

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

Sustainability 201

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

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



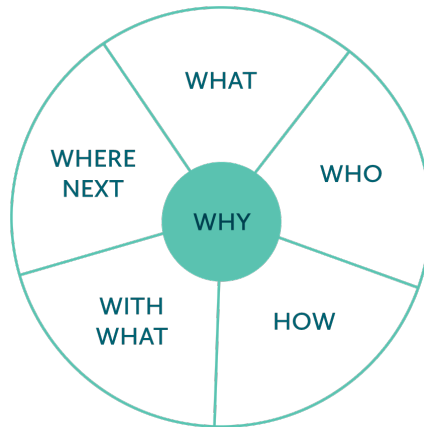
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Why is a Sustainable Organizational Structure Important?

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



Organizational Model for Sustainability



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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



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Organizational 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



Organizational Model for Sustainability



Mission: Quick Review

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



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Importance of Mission

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



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High Performing Boards

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



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Questions the Board Should Ask

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



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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?



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High Performing Boards

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



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Examples of Program Pivots

- › Connect programs with outcomes through evaluation and measurement



Evaluating Programs with Quantitative Data



Meals served



People served



Attendance



Cost of program

› Choose five to six metrics



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Evaluating Programs with Qualitative Data

- › Success stories
- › The power of institutional storytelling



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?



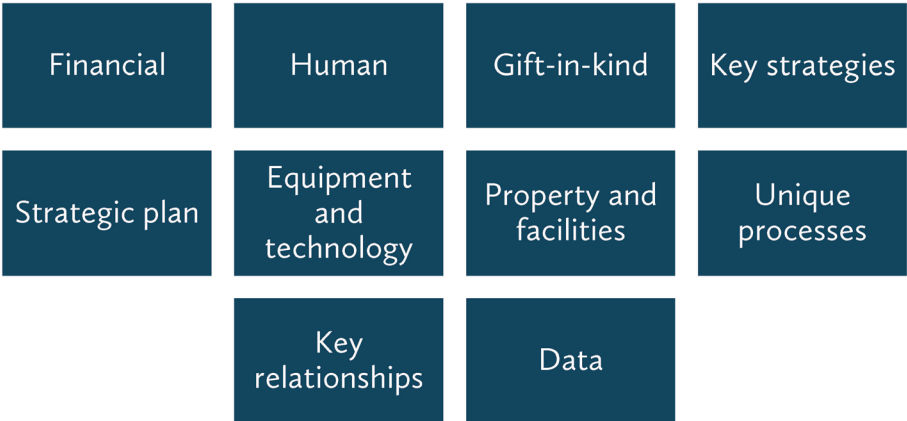
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Organizational Model for Sustainability



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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



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High Performing Boards

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



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Questions the Board Should Ask

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



Organizational Model for Sustainability



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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?



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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



Questions the Board Should Ask

- › Does our board regularly “look around the corner” in each element of our organizational 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



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Scenario Planning

- › Cash flows
- › Changing audiences/demographics
- › New partnerships
- › Physical space



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Pilot Simulator



Organizational Model for Sustainability



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Why is This Important?

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



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MISSION

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

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

--	--	--	--	--

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--	--	--	--	--

TARGET AUDIENCE

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

- Does the board and leadership understand the needs of our target audiences?
- Does our board monitor change in target audiences?
- Have we adapted to these changes?

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

PROGRAMS

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

- Does each program keep our promise to its target audience, including donors?
- Does our board review efficiency and effectiveness regarding programs and services?
- 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?

--	--	--	--	--

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

--	--	--	--	--

FUTURE DIRECTION

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

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

--	--	--	--	--

13. Does our board evaluate the use of technology in our future?

--	--	--	--	--

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

1. _____
2. _____
3. _____

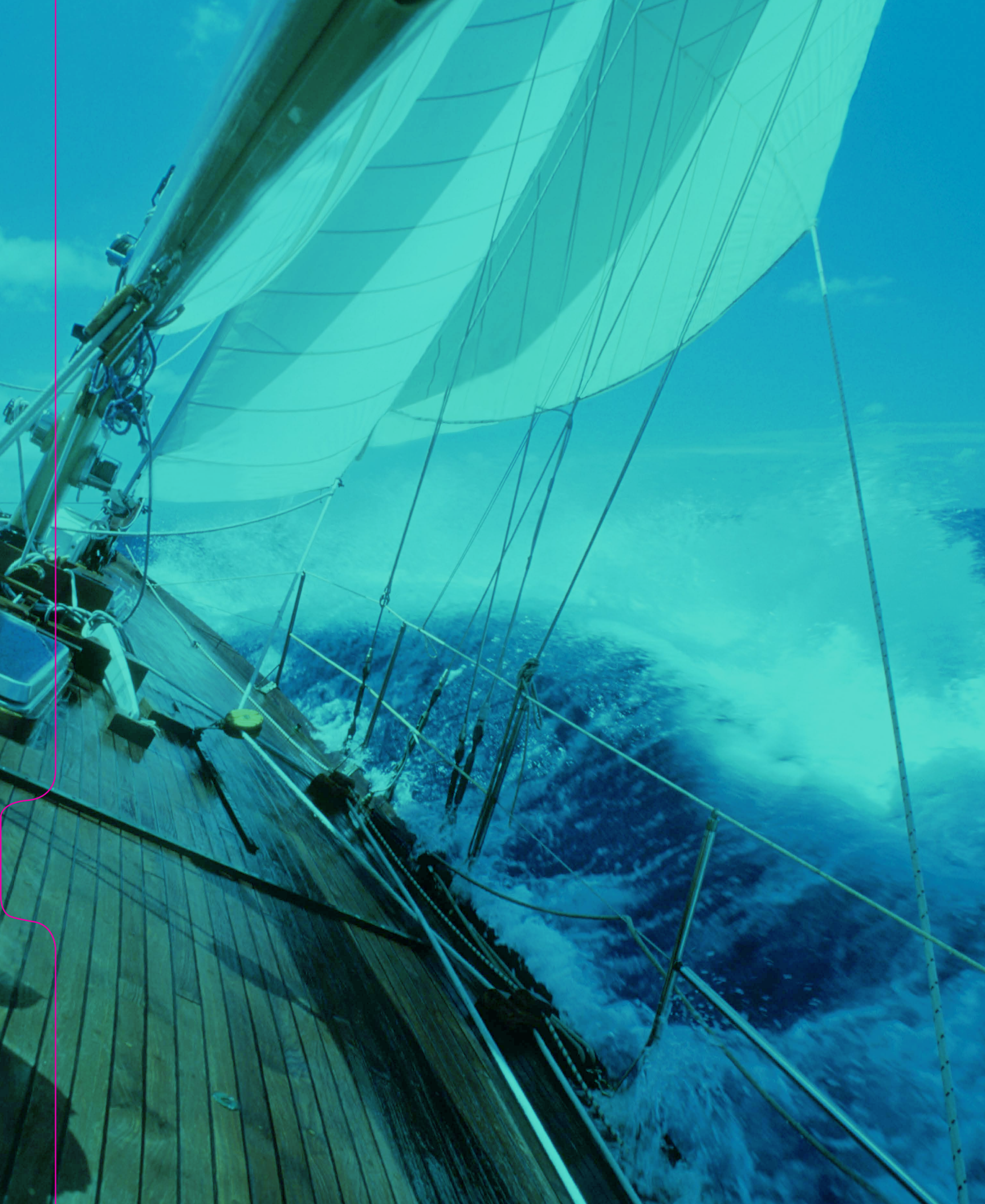
**ARE ANY ACTION ITEMS IN THIS SECTION
A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?**

Strategic Planning 101

The Board's Role in Strategic Planning



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Strategic Planning

> Why have a plan?



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.*



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Board's Role in Strategic Planning

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the 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
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The board spends most of its time DOING the work of the organization	The board spends most of its time SUPERVISING the work of the organization	The board spends most of its time DIRECTING the work of the organization	The board spends most of its time GOVERNING the work of the organization	The board spends most of its time AFFIRMING the work of the organization
Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT

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 sit on the previous chart helps describe your role in the strategic planning process
- › Examples:
 - › Aligns with Characteristics of High Performing Boards—
Future Direction (Long View in Mind)



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Why Plans Fail, Falter, Succeed, Never Get Started

- › Fail: No loyalty, no updates, no accountability
- › Falter: Loss of focus due to the tyranny of the urgent, board neglect, rigidity
- › Succeed: Loyalty, accountability, agility, enculturation
- › Never get started/finished: desire for the perfect plan, low priority, the illusion of time commitment
- › Falter: Strategy is confused with operations
- › Falter: Poor framing of strategic issues

"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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Elements of the Work

- › **Strategy Formation**
 - › Strategic thinking
- › **Plan Development**
 - › Rolling three-year strategic plan



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

Strategic Planning 101

Strategy Formation



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Why Is Strategy Important?

- > An organization’s power arises from bringing its resources to bear on a point
- > Deciding why, where, and how to operate is different than operating
- > Strategy overtly decides the best answers to “why, where, and how”



A series of horizontal lines spanning the width of the page, provided for handwritten notes or responses.

What Strategy Looks Like

- › Guides resources allocation and shapes organizational practices
- › Chooses a point of focus
- › Aligns organization around that point of focus
- › Great strategy uses today's resources to achieve greater success tomorrow through the organization's position, programs, practices, and resources



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What Strategy Is

- › Strategy advisor Roger Martin says it well...
 - › *"Strategy is the act of making an integrated set of choices which positions the organization to win."*
- › Choices that fit together to achieve a defined vision
- › Strategy reveals the path to success



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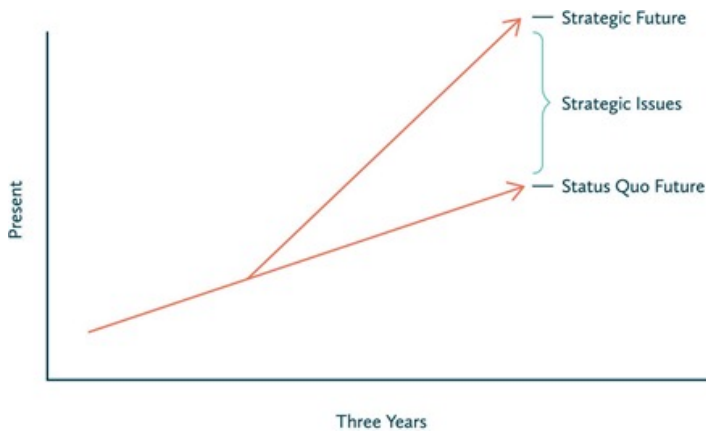
What Strategy Is Not

- › Strategy is not planning, but they are dependent upon one another.
 - › *"Planning is the act of laying out projects (steps) with timelines, deliverables, budgets and responsibilities..."* - Roger Martin
- › Strategy is not tactics. Strategy is large-scope, long-term and stable. Tactics are fluid and shorter-term.
 - › You adjust tactics in pursuit of your strategy.



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Strategy Formation



› Strategy requires dissatisfaction with the status quo for the future



Context for Strategy

- › An organization is itself “a thing”
- › The organization operates within an environment
- › That environment is dynamic



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4 Parts of Strategy Formation

- › Affirmation of Purpose
- › Narrative describing environment and its changing nature
- › Statement of organization’s position
- › A real description of the organization at the end of the planning time horizon



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Results of Strategy Formation

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



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Strategy Formation Exercise

As you see the world today:

- › What is **most** possible?
- › What is **less** possible?
- › What is **impossible** (but needs to happen)?

Strategic Thinking will consider how to make the impossible come to be a reality.



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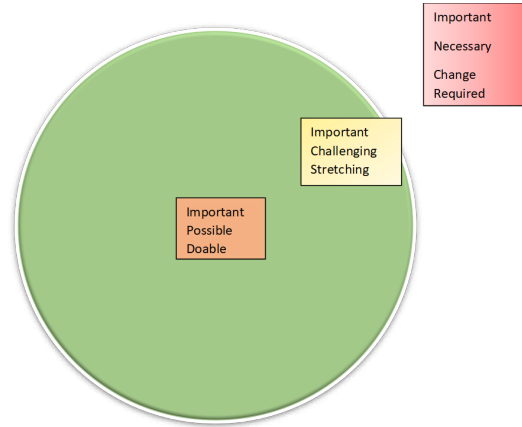
Circle of Possibility

Things to Consider: Think about the next 3 years coming up.

Center: Things that are possible and within your reach

Inside Edge: Things that are important but will require stretching and effort to reach

Outside the Circle: Things that need to happen but won't without change taking place



Components of the Planning Process

- › 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



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Strategic Planning Assessment

- › Take assessment individually
- › Discuss the three lowest scores
- › Identify next steps for improvement/work with coaches



ASSESSMENT

1. We have a plan:

Yes _____ No _____ Not Sure _____

2. Our plan is up to date and relevant:

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

3. Our plan is being executed well:

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

4. Our plan guides all we do:

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

5. Our plan is regularly assessed and annually updated:

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

6. Everyone in our organization knows the plan:

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

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

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

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

Absolutely No

1 2 3 4 5 6 7 8 9 10

Absolutely Yes

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
Spiritual Discernment Process	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. Three Year Visionary Priorities
7. Top 5 Goals
8. Assign Board and Senior Team Dashboard Work

Meeting #3

9. Review and affirm work from Meeting #2
10. Assign all remaining work
11. 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.

Please see BLFB landing page for a completed example.

NEXT STEPS AND WORK WITH YOUR COACH

As a team, answer these questions:

1. Do we have a current 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 our process?
5. What role will our coach play?

Strategic Planning 201

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



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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



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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



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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



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Board's Role in Strategic Planning

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
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Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT

- ▶ Board responsibilities
- ▶ Executive director responsibilities



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



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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



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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?



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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***



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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
 - › ½ 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?
- > What is our organization’s promise?



Current “Service Environment” Narrative

- › Is what we provide still needed?
- › Is that need growing, stable, or declining?
- › Who else is meeting these needs?



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Our “Current Position” Narrative

- › What is our organization’s position in the current environment?
- › 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?
 - › What are we basing these observations on?
 - › Be comprehensive in your review (any and all ways).



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Our “Future Position” Narrative

- › What will our desired position be in the future service environment?
 - › “Preferred Future”



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.



Focused Priorities

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



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Strategic Planning 201

Planning the Path to Execution



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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: 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



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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.*



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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



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

Strategic Planning 201

Using, Evaluating, and Updating the Plan



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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



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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**



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Spoiler Alert

A plan is only as effective as its
updating process



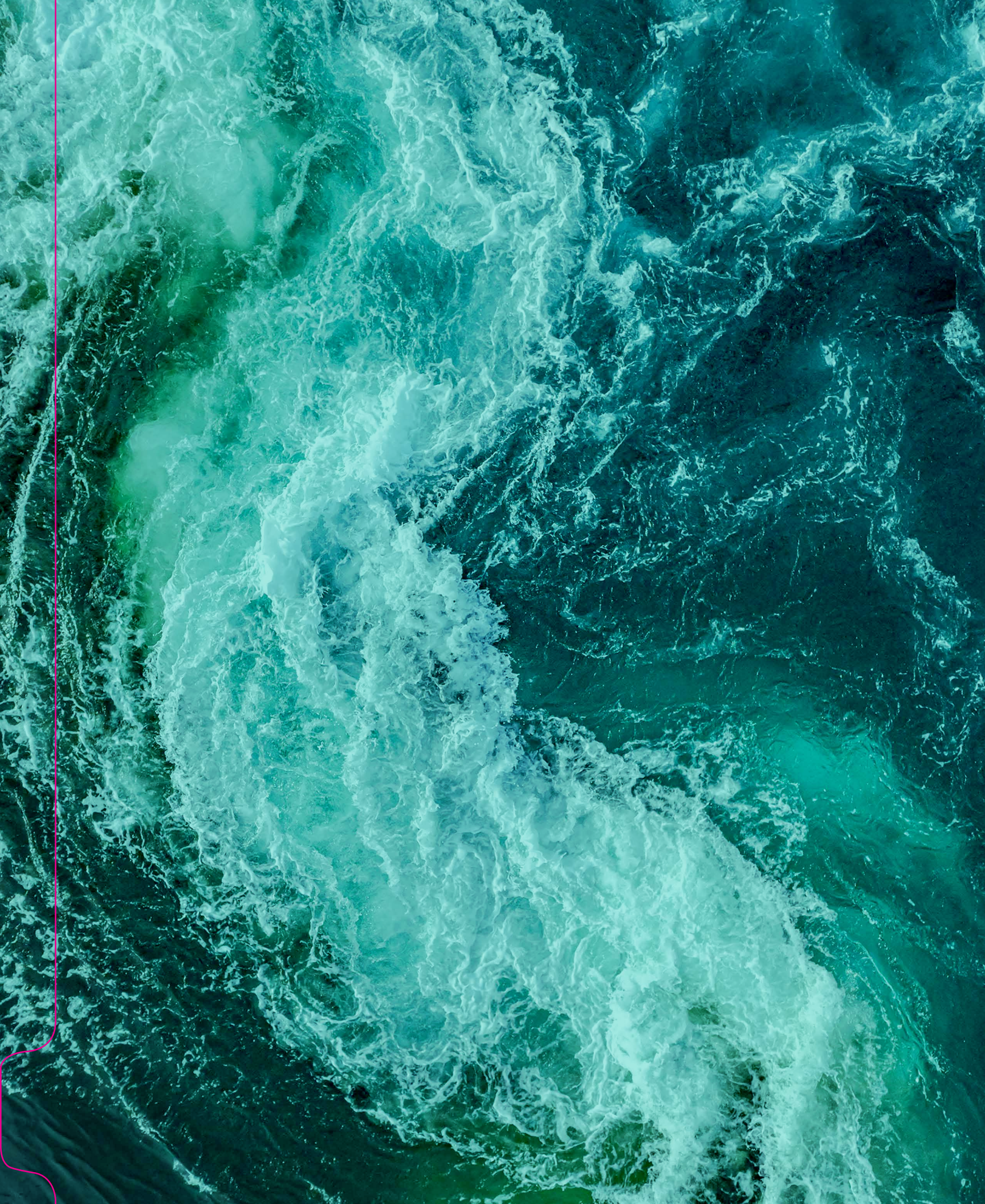
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ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?



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Faculty Bios





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LEAD FACULTY

Murdock Trust Board
Leadership & Development

KIMBERLY THORNBURY leads the Enrichment arm of the Trust, overseeing work to strengthen and build nonprofits, including board training and development, leadership, fundraising, and convenings. Kimberly spent over 20 years as a Vice President for two private liberal arts colleges. Her executive experience covers crisis management, student affairs, marketing, strategic planning, change theory, and developmental coaching. She received her Ph.D. in higher education administration and has been a widely published author, frequent speaker, and organizational consultant. She has served on both local and national boards and mentored dozens of young professionals who now serve in business and nonprofits across the country. She tweets about organizational development at [@kthornbury](https://twitter.com/kthornbury) and can be reached at 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.



Ed McDowell

LEAD FACULTY AND
BOARD COACH

Murdock Trust Board
Leadership & Development

ED McDOWELL is the CEO of Warm Beach Camp Ministries, consisting of three camps in Western Washington serving over 100,000 people annually. Ed is also dedicated to nonprofit board health. With over 15 years of teaching, coaching, and consulting on board issues, he currently serves as a faculty and coach of the M.J. Murdock Trust Board Leadership Initiatives, co-facilitates the Board Training Network, and leads a board training initiative for the Christian Camp and Conference Association. Ed brings over 20 years of board service to any organization he works with.

To learn more about Ed's consulting ministry, or to contact him, visit: standpoint360.com.



Jennifer Jukanovich

BOARD COACH

Murdock Trust Board
Leadership & Development

JENNIFER currently consults with nonprofits, educational institutions, and she co-founded the Forum on the Future of Education in Africa post-Covid-19. 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, a management and private equity firm.

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, personal assistant to President Clinton's volunteer religious liaison, and as an associate with the Renaissance Weekends. She has her Ph.D. in Global Leadership and Change from Pepperdine University, MA in Theology from Fuller Theological Seminary, and her B.A. in political studies from Gordon College.

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 Trinity North Shore 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 financial services company, a trust company, and a chemical manufacturer) and two nonprofits (Warm Beach Ministries and Warriors Quiet Waters - Advisory Board). 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 40+ years, and he have three adult children and three grandchildren (with a couple more on the way), all who live in Washington State. He tries to live by his life mission statement, the 7 Fs.



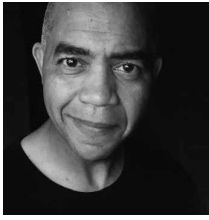
Greg Ligon

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 has been serving as a part of the coaching team at Murdock for three years now. He combines a “what’s next” spirit of innovation and a “get it done” process to his work of coaching and consulting.



Russell West

BOARD COACH

Murdock Trust Board
Leadership & Development

For more than 30 years, West—college president, dean & professor, non-profit 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 is the newest member of Kellogg School of Management's Non Profit Executive Coaching Faculty. He excels at cultivating empathic work teams that leverage their strengths for uncommon social impact. In his spare time, he enjoys his family, horse work and sailing.



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





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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"/> STEP 2: INTEREST	RESPONSIBLE	DATE COMPLETED
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"/> STEP 3: VETTING	RESPONSIBLE	DATE COMPLETED
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"/> STEP 4: NOMINATION	RESPONSIBLE	DATE COMPLETED
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"/> STEP 5: ELECTION	RESPONSIBLE	DATE COMPLETED
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"/> STEP 1: SUGGEST <i>CONFIDENTIAL</i>	SUBMIT TO GOVERNANCE COMMITTEE
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"/> STEP 2: REVIEW <i>CONFIDENTIAL</i>	REVIEW WITHIN 30 DAYS
Review biographical information and resume	
Review board member qualifications against board needs	
Review board nominee criteria, alignment, and cultural fit	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 3	

<input type="checkbox"/> STEP 3: INQUIRE <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"/> _____	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 4 <input type="checkbox"/> Inform Board	

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

¹ECFA 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 and download the Board Member Read-and-Engage Viewing Guide and the Facilitator Guide.

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

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

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 Matrix Template

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

* Connectivity - Ability to connect with key constituencies to help us achieve our strategic goals
 ** Funding - Ability to give, secure and/or connect us to partners to fund our strategic goals

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

INTRODUCTORY MATERIALS	
1	Introduction from the Chairman of the Board of Directors
2	General brochures, publications, (newsletter, website outline, etc.)
3	Historical snapshot, honors, awards, notable news clippings
BOARD OF DIRECTORS	
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
FINANCE, BUDGET, IRS	
12	Annual budget
13	Financial statements
14	Audited financial statements
15	IRS Form 990 (Return of Org. Exempt from Income Tax)

STRATEGIC PLAN & METRICS	
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
TEAM MEMBERS	
20	Organizational chart
21	Team member mini-bios, Executive Director bio and top five strengths—StrengthsFinder.com
DEVELOPMENT	
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
PROGRAMS AND SERVICES	
25	Menu of programs, products, and services for primary customers and supporting customers, annual program evaluation process

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.

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

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

PROGRAM DEVELOPMENT	SCORE
Effectively manages number, content, quality of XYZ programs. Comments:	

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

PLANNING AND CAPITAL PROJECTS	SCORE
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 at 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
 - o Who is the beneficiary?
 - o Can the benefits be split?
 - o 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"> • Strategic Plan Brainstorming • Board Governance Update • Nominating Committee Report • Financial Reports (4 months) • Executive Director’s Annual S.M.A.R.T. Goals • Board Meeting Schedule Approval
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"> • Welcome to New Board Members • Financial Reports (10 months) • Annual Plan, Calendar, Leading Indicators and Executive Director’s S.M.A.R.T. Goals • Annual Budget • Executive Director’s Performance Review • Board Governance Committee Report on Board Member Self-Assessment Survey • Appointment of Auditor

Attach monthly dashboard to schedule or email as separate document.

Future Board Meetings

XYZ ORGANIZATION

YEAR	TIME	LOCATION	AGENDA
2023			
2024			
2025			
2026			

Board Policies Manual (BPM) for [your organization’s name]

XYZ ORGANIZATION

PART 1: INTRODUCTION AND ADMINISTRATION

- 1.1 Alignment.** Each Board-adopted policy in this document is expected to be consistent with the law, the Articles of Incorporation of (your organization), and the Bylaws, all of which have precedence over these Board policies.
- 1.2 Executive Director.** The ED will be held accountable for developing all other organizational policies and procedures, which are to be consistent with these foundational documents and policies contained in this BPM.
- 1.3 Changes.** Changes to the BPM may be made at any Board meeting, based on monitoring activities and the assumption that the Board continually grows in wisdom. Except for time-limited or procedural-only policies (approve minutes, elect officers, etc.), which are recorded in regular Board minutes, all new “policies” approved by the full Board will be included in an updated version of this Manual. Recommendations may come from any committee, Trustee, or the ED.
- 1.4 Review.** The Board will undertake a thorough review of the Manual every third year. The purpose of the review is to identify policies that need to be updated or rewritten or new policies that need to be added, and to recommend the text of proposed changes. The review of the Manual is to be accomplished by the officers and committees of the Board. The officers and committees most closely involved with the specific policies are assigned responsibility for reviewing those policies and for proposing the text of the revisions or new policies deemed necessary. The Chair, ED, and Secretary are to be available for consultation.
- 1.5 Notice.** In advance of each Board meeting, the ED shall send a copy of the current policies to the Board, showing language recommended to be deleted by use of the strike-through and language recommended to be added using underlines. Each revision of the document should be clearly identified both at the top of the first page and in the footers.
- 1.6 Placement.** Each new policy will be drafted to fit within the most logical policy section listed below. Over time, the Board can reduce or add to the specificity of its policies.
- 1.7 Oversight Responsibilities.** The sections of the Manual, the committee responsible for overseeing and making recommendations to the Board, and the individuals given authority to interpret and make decisions within the scope of, but not violating these policies, are:

SECTION	OVERSIGHT COMMITTEE	AUTHORITY
1. Introduction and Administration	Full Board	Chair
2. Foundational Statements	Full Board	ED
3. Governance Process	Board Development	Board Chair
4. Board-Administration Relationship	Chair/ED	Chair/ED
5. Finances	Finance	ED
6. Executive Parameters/Limitations	Full Board	Chair
7. Other Policies	Full Board	ED

1.8 Maintenance of Policies. The Secretary will oversee the recording and publication of these policies. The Secretary will maintain the policies on computer and provide updated copies to the Board in advance of each meeting. This Manual may be amended at any Board meeting. While all of the official policies are contained in this Manual, other documents relevant to the Board’s work will be kept in the Board Reference Book available at every Board meeting. The Secretary shall review this BPM at least annually to ensure compliance with the law.

1.9 Context of Different Policies. This BPM fits into a hierarchy of policies within which authority flows down and accountability flows up. The Board is accountable for levels 1-4. The ED is accountable for levels 5 and 6. No level may be inconsistent with the levels above it.

1. Laws and Applicable Regulations
2. Articles of Incorporation
3. Bylaws
4. Board Policies Manual
5. ED-approved Organizational Policies
6. Policies Set by Managers Under the ED

PART 2: FOUNDATIONAL DOCUMENTS

2.1 Our **vision** is ...

2.2 Our **mission** is ...

2.3 Our **core values** are ...

2.4 Strategic Plan. The board is expected to think strategically at all times. The ED will develop a strategic plan, update it as necessary, and provide a revised version to the board by [insert a date] each year.

PART 3: BOARD STRUCTURE AND PROCESSES

3.1 Governing Style. The board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, and pro-activity rather than reactivity. In this spirit, the board seeks to:

3.1.1 Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, respect of clarified roles, maintaining confidentiality, leaving questions about organizational activities and issues to the ED, speaking to management and the public with one voice, and self policing of any tendency to stray from the governance structure and process adopted in these board policies.

3.1.2 Be accountable to its stakeholders and the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the board to usurp this role or hinder this commitment.

3.1.3 Monitor and regularly discuss the board's own process and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and evaluation.

3.1.4 Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.

3.2 Board Job Description. The job of the board is to lead the organization toward desired performance and help ensure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the board will endeavor to:

3.2.1 Determine the mission, values, strategies, and major goals/outcomes and hold the ED accountable for developing a staff strategic plan based on these policies.

3.2.2 Determine the parameters within which the ED is expected to achieve the goals/outcomes.

3.2.3 Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

3.2.4 Maintain and constantly improve all on-going board policies in this BPM.

3.2.5 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate a ED, who functions as the board's sole agent.

3.2.6 Ensure financial solvency and integrity through policies and behavior (including help as volunteers in fundraising).

3.2.7 Require periodic financial, legal, and other external audits to ensure compliance with the law and good practices.

3.2.8 Evaluate and constantly improve our board's performance and set expectations for board members' involvement as volunteers.

3.3 Board Member Criteria. In nominating members for the board, the Governance Committee will be guided by the board-approved profile. (See Addendum).

3.4 Orientation. Prior to election, each nominee will be given this BPM along with adequate briefings on the role of the board, officers, and staff, and an overview of programs, plans, and finances. Soon after election, each new board member will be given additional comprehensive orientation material and training.

3.5 Chair's Role. The job of the Chair is, primarily, to maintain the integrity of the board's process. The Chair "manages the board" and is the only board member authorized to speak for the board (other than in rare and specifically board-authorized instances).

The Chair ensures that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to board policy, clearly belong to the board to decide, not staff.

The authority of the Chair consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts III and IV. The Chair has no authority to impose policies beyond policies created by the board. Therefore, the Chair has no authority to

supervise or direct the ED's work, but is expected to maintain close communication, offer advice, and provide encouragement to the ED and staff on behalf of the board.

3.6 Board Meetings. Ideally, board events often will include time for guest presenters, interaction with staff and beneficiaries, board training, committee meetings, social activities, and plenary business sessions. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1. The schedule for board meetings should, ideally, be set two years in advance.

3.6.2. The ED will work with the Chair and committee chairs in developing agendas which, along with background materials for the board and committees, monitoring reports, the ED's recommendations for changes in the BPM, previous minutes, etc. should be sent to all board members approximately two weeks in advance of board meetings or placed on the board's website.

3.6.3 Minutes and the updated BPM are expected to be sent to board members within 14 days of board meetings (or placed on the board's website).

3.6.4 Regular board meetings normally will be held ___ times a year in the months of ____, ____, and ____, preceded by a reminder notice approximately ___ days in advance of the meeting date. The ___ meeting normally will include a review of the planning and budgeting for the upcoming year. The ___ meeting normally will include a review of the performance of the ED and the organization for the past year. Special meetings of the board can be called according to the Bylaws [*if not in the Bylaws, define that process here*].

3.6.5 The Governance Committee will prepare a meeting evaluation survey for completion by each board member who attends the board meeting. The completed surveys will be reviewed, analyzed, and summarized by the Governance Committee, which will then report the results of the meeting evaluation to the board members within two weeks of the board meeting.

3.7 Standing Committees. Committees help the board be effective and efficient. They speak "to the board" and not "for the board." Unless authorized by the whole board, a committee may not exercise authority that is reserved to the whole board by the Bylaws or by the laws of [name of state] governing not-for-profit organizations. Committees are not created to advise or exercise authority over staff. Once committees are created by the board, the board Chair will recommend committee chairs and members for one-year terms, subject to board approval.

The board Chair and the ED are *ex officio* members of all committees except the Audit and Compliance Committee. The ED, or a designee, will assist the work of each committee.

3.7.1 **Governance Committee.** This committee recommends policies to the board pertaining to governance issues and processes including the orientation and training of new board members, the evaluation and improvement of the contribution of individual board members and officers, and the recommendation of Bylaw changes. The committee will also develop a roster of potential board members based on the board profile and nominate all board members and officers.

3.7.2 **Finance Committee.** This committee develops and recommends to the board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial well-being.

Consistent with this responsibility, it reviews the annual budget and submits it to the board for its approval. In addition, the committee makes policy recommendations with regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies for inclusion in this BPM that the committee determines are advisable for effective financial management.

- 3.7.3 **Audit and Compliance Committee.** This committee oversees the organization's internal accounting controls; recommends external auditors for board approval; reviews the external auditors' annual audit plan; and reviews the annual report, management letter, and the results of the external audit. The committee, or its delegate, should have an annual private conversation with the auditor and, as appropriate, legal counsel, all of whom may be contacted by the committee chair directly. In addition, the committee provides oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities. The committee oversees written conflict of interest policies and procedures of directors and officers and staff. (**NOTE:** *Many small nonprofits merge the Finance and Audit functions into one committee, although separating them is a trend in best practices.*)
- 3.7.4 **Advancement Committee (optional).** This committee studies and recommends policies relating to communications and public relations as well as policies relating to raising financial and other resources for the organization.
- 3.7.5 **Programs Committee (optional).** This committee studies and recommends board-level policies relating to programs and services of the organization.
- 3.7.6 **Executive Committee (optional).** This committee includes the Chair, other officers, and the Chairs of the other committees in Section 3.7. Except for the actions enumerated below, it has authority to act for the board on all matters so long as the Executive Committee determines that it would be imprudent to wait for the next board meeting to take such action. With respect to any action taken on behalf of the board, (1) the Executive Committee is required to report the action to the board within 10 days, and (2) the board may ratify the action at the next board meeting.

The Executive Committee is **not** authorized to make decisions with respect to the following matters:

- 3.7.6.1 Dissolve the corporation
- 3.7.6.2 Hire or fire the chief executive
- 3.7.6.3 Enter into major contracts or sue another entity
- 3.7.6.4 Make significant changes to a board-approved budget
- 3.7.6.5 Adopt or eliminate major programs
- 3.7.6.6 Buy or sell property
- 3.7.6.7 Amend the Bylaws
- 3.7.6.8 Change any policies the board determines must require a board vote.

3.7.7 *[Optional: Insert other board-created committees and their areas of responsibility]*

3.8 Advisory Groups, Councils, and Task Forces. To increase its knowledge base and depth of available expertise, the board supports the use of groups, councils, and task forces of qualified advisers. The term "task force"

refers to any group appointed by the ED or the Chair to assist him or her in carrying out various time-limited goals and responsibilities. Although either the Chair or the ED may form a task force, he or she should notify the board of its formation, purpose and membership within 10 days of its formation. The ED may assign a senior staff member to serve advisory groups.

- 3.9 Board Members' Code of Conduct.** The board expects of itself and its members ethical and businesslike conduct. Board members must represent unconflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members or friends, a business, advocacy or interest groups and membership on other boards or staffs. See 9.1.

Board members will make no judgments of the ED or staff performance except as the performance of the ED is assessed against explicit board policies and agreed upon written personal and professional performance objectives following each annual performance review of the ED by the board.

Each board member is expected to complete and sign an Annual Affirmation and Conflict of Interest Statement, which covers, inter alia, board conflicts of interest, in accordance with the laws of [the State] governing not-for-profit organizations, and other expectations of board members.

- 3.10 Board Finances.** Every board member (other than the ED/staff) is expected to serve as an unpaid volunteer and be a donor of record in the first quarter of each calendar year. Expenses incurred to fulfill board activities normally can be an individual tax deduction; however, any board member may submit for reimbursement any expenses incurred to attend board or committee meetings.

PART 4: BOARD – ED/STAFF RELATIONSHIP

- 4.1 Delegation to the ED.** While the board job is generally confined to establishing high-level policies, implementation and subsidiary policy development is delegated to the ED.

4.1.1 All board authority delegated to staff is delegated through the ED, so that all authority and accountability of staff as far as the board is concerned is considered to be the authority and accountability of the ED.

4.1.2 Organizational Essentials policies (Part 2) direct the ED to achieve certain results. Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the ED is expected to operate. The ED is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with laws and regulations and any reasonable interpretation of the board's policies in this BPM.

4.1.3. The board may change its policies during any meeting, thereby shifting the boundary between board and ED domains. Consequently, the board may change the latitude of choice given to the ED, but so long as any particular delegation is in place, the board and its members will respect and support ED choices. This does not prevent the board from obtaining information in the delegated areas.

4.1.4 Except when a person or committee has been authorized by the board to incur some amount of staff time and expense for study of an issue, no board member, officer, or committee has authority over the ED or the ED's employees. Only officers or committee chairs may request information, but if such request in the ED's judgment requires a material amount of staff time or funds or is disruptive, it may be refused until the Chair determines that the work is critical for board work and should be completed.

4.2 ED Job Description. As the board's single official link to the operating organization, ED job performance will be considered to be synonymous with organizational performance as a whole. Consequently, the ED's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.5, and (b) organization operations within the boundaries of the law, prudence and ethics established in board policies on Executive Parameters in Part 5.

4.3 Communications and Counsel to the Board. With respect to providing information and counsel to the board, the ED is expected to keep the board informed about matters essential to carrying out its policy duties. Accordingly, the ED is expected to:

- 4.3.1 Report to the chair any personal actions or behavior which could potentially discredit the integrity of the ED and/or the organization. The chair and the ED are expected to report such things to the board, engage outside counsel as appropriate, and handle in the best interests of the organization. If the board finds the ED's actions unethical or immoral, suspension or termination may be the result.
- 4.3.2 Inform the board of relevant trends, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise formats as possible.
- 4.3.3 Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.
- 4.3.4 Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested modifications to this BPM for the future.

4.4 Monitoring Executive Performance.

The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this is not considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

- 4.4.1 Direct board inspection: Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.
- 4.4.2 External report: Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself, including changes to this BPM.
- 4.4.3 ED Reports: The ED is expected to help the board determine what tracking data are possible to measure progress/outcomes in achieving the mission and goals and conforming with board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:
 - 4.4.3.1 Monthly: Informal ED reports on achievements, problems, board notices, etc.

- 4.4.3.2 Quarterly: (A) One or two-page “dash board” report showing agreed upon key indicators that track designated financial and program outcomes over a three-year period in graphic form; (B) [Insert any other summary reports the board may define here.]
- 4.4.3.3 Semi-Annually: (A) Expense and revenue against budget report with comparison to previous year; (B) Balance sheet; (C) Cash flow projections; (D) [Insert other reports that the board may define.]
- 4.4.3.4 Annual: Within 45 days of the end of the fiscal year, with respect to that year: (A) End of year expense and revenue against budget; (B) Balance sheet; (C) Staff organization chart (or whenever major changes are made); (D) [Insert other reports that the board may define.]

4.5 Annual ED Performance Review. A performance evaluation task force, comprising the board Chair, Vice Chair, and the Chair of the Governance Committee is expected to oversee a formal evaluation of the ED annually, focused on achievement of organizational goals and any other specific goals the board and ED have agreed upon in advance, as well as the ED’s own written self evaluation and invited comments from all board members after they have seen the self-evaluation. The Chair will normally serve as Chair of the task force. After meeting with the ED, the task force will report on its review to the board, including recommendations on the ED’s compensation, which the Executive Committee or the board will then act upon.

During this process, the ED and the board will agree on any specific, personal performance goals for the year ahead. These goals should be documented in a letter to the ED from the board Chair and will become the primary basis for assessing the ED’s performance at the end of the next year. At least every three years, the task force may consider inviting other input in a carefully planned “360” review, including feedback from staff, peers in our sector, and individuals outside the organization who have interacted with the ED.

4.6 Staff Treatment and Compensation. With respect to treatment of paid and volunteer staff, the ED should build a climate of trust and determine policies based on competent legal counsel. The ED is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be set within between X% and Y% of the mean for salaries of organizations of similar size, budget, and location according to well-respected and relevant survey data. Benefits will include _____ (fill in). The ED is expected to (A) develop and maintain an employee manual that is reviewed periodically by competent legal counsel and (B) provide copies to the board for information around April 1 of each year.

4.6.1 **Staff Surveys.** The ED is expected to arrange for an annual, or biennial, third-party survey to measure over time the health of our workplace culture consistent with our values, including feedback on perceptions of and trust in the board and ED. A full report for board discussion should lead to better ED and board policies and reduce the amount of ad hoc, inappropriate board member engagement with staff other than the ED.

4.7 ED Transitions. At any time, the Chair may appoint a succession/transition task force to explore options and propose strategies and board policies related to succession and transition of the ED and to facilitate any special needs of the outgoing and incoming EDs and their families. The incumbent ED should give the board, if possible, a ___-month notice of intent to leave that office. Any need for an acting or interim ED will be considered and determined by the board. At this time, the board designates _____ to serve in an Acting ED role whenever there is an immediate need. The board Chair is authorized, as soon as a vacancy or scheduled departure of the ED is known, to appoint a search committee and committee chair. The search committee may include up to ___ people not on the board, including _____. The committee is expected,

within 30 days, to recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee should present one or two qualified candidates to the full board for selection. A special task force appointed by the Chair will, at the time of selection, negotiate the new ED's compensation and service agreement and give both the incumbent and successor ED any special performance priorities from the board. After he/she leaves the organization, the outgoing ED may be given a paid role, but only at the initiative of the new ED after consultation with board officers.

4.8 Budget. Until the board decides otherwise, the annual budget will be considered a management tool. As such, it can be changed within the board's parameters at any time with notice to and access by any board member whenever changes exceeding 1% are made by the ED. The principle expectation is that the budget will reflect the mission and goals of the organization, within the parameters of Section 5 below.

4.9 Other ED Expectations. The ED is expected to:

- 4.9.1 Develop a succession plan for senior leadership positions to be presented to the board in executive session annually.
- 4.9.2 Create and allow the board to review, all policies and documents that the federal or state governments recommend and request in their reporting/filings, such as the IRS Form 990.
- 4.9.3 Notify board members whenever any new governance-important document is available for board review according to the agreed upon system in 1.7.

PART 5 – EXECUTIVE PARAMETERS

(NOTE: The sections in this Part will look vastly different for each organization, but this template provides useful ideas on what might be drafted to fit your organization. Over time, you will be doing more editing, deleting and adding numbered sections and sub-sections in this Part than in most of the other Parts.)

The purpose of Part 5 (with its several sections) is to detail those Executive Parameters that will guide the ED and the staff as they accomplish the mission. These parameters are intended to free the ED and staff to make timely decisions without undue board directives. For simplicity of use, we have numbered the major sections below according to the major functions of our organization and our committee structure, understanding that we may choose to add, merge or delete such sections in the future.

Overall, the board expects that the ED will do nothing that is illegal, unethical, immoral, or clearly imprudent. The ED is expected to develop and, when necessary, seek board review and/or approval, of documents required or urged upon us by government agencies such as the IRS and other accrediting or financial standards organizations applicable to our organization. Beyond these expectations, the board details its Executive Parameters in the following sections.

SECTION 5. FINANCE PARAMETERS

5.1 Finance General. The ED must ensure that the financial integrity of the organization is maintained at all times, plus

- 5.1.1 Exercise proper care in the receiving, processing, and disbursing of funds;

5.1.2 Ensure that the end-of-year financials show at least a 1% addition to reserves;

5.1.3 Ensure that financial and non-financial assets are appropriately protected.

5.2 Financial Controls. The ED must exercise care in the accounting for and protecting the financial assets of the organization. To this end, the ED is expected to incorporate generally accepted principles of accounting and internal controls in the financial systems that are employed in the organization. In addition, the ED may not:

5.2.1 Receive, process, or disburse funds under controls insufficient to meet the board appointed auditor's standards.

5.2.2 Approve an unbudgeted expenditure or commitment of greater than \$_____ without approval of the full board.

5.2.3 Approve an unbudgeted expenditure or commitment of \$_____ without approval of the Finance Committee.

5.3 Asset Protection. The ED may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the ED may not:

5.3.1 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to board members, staff, or the organization itself beyond the minimally acceptable prudent level.

5.3.2 Allow non-bonded personnel access to material amounts of funds.

5.3.3 Subject office and equipment to improper wear and tear or insufficient maintenance.

5.3.4 Unnecessarily expose the organization, its board, or staff to claims of liability.

5.3.5 Make any major purchase of over \$_____ without sealed bids or other demonstrably prudent acquisition of quality goods, or any purchase of over \$_____ without written record of competitive prices, or any purchase wherein normally prudent protection has not been given against conflict of interest.

5.3.6 Acquire, encumber, or dispose of real property without board approval.

5.4 Investment Principles. The ED may not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest bearing accounts except where necessary to facilitate ease in operational transactions.

SECTION 6. PROGRAM PARAMETERS

In general, the ED is expected to establish, maintain, and eliminate programs and Services as will best achieve the mission and goals in the most effective and efficient manner.

6.1 New programs should be projected to serve at least _____ people.

6.2 New programs with an expected budget exceeding \$_____ must be approved by the board. Those programs now approved include: *[fill in]*

- 6.3 Programs with costs of more than \$_____ should be assessed for effectiveness by an outside evaluator at least every ____ years, with a written report made available to the board.
- 6.4 Any program executed in partnership with another organization should be _____.

SECTION 7. ADVANCEMENT PARAMETERS

The various efforts to represent the organization to the public (media, public relations, fundraising, new member recruitment, etc.) are expected to be integrated sufficiently so that the organization's brand/positioning in the external world is positive and effective.

- 7.1 Fund Raising Strategy.** The ED is expected to develop and maintain a fund- raising plan which, at a minimum, includes direct mail, major donor initiatives, planned giving, and web-based giving. Such plan should be provided to board members for review each March, along with results for each initiative. Total direct and indirect expenses for fundraising are not expected to exceed ____% of the total budget.
- 7.2 Donor Bill of Rights.** The ED is expected to develop and provide the latest version to the board, a Donor Bill of Rights, which should include, inter alia, the following restrictions, i.e., the ED may not allow the names of donors to be revealed outside the organization; represent to a donor that an action will be taken that violates board policies; fail to honor an enforceable restriction from a donor; or fail to confirm receipt of a donor's contribution and send him/her an annual summary of donations. The ED is expected also to ensure that we attempt to honor donors' requests and statements of desire as to how their donations are used so long as applicable circumstances allow, provided that those donors are adequately informed that their requests and statements of desire do not constitute binding obligations on the organization, and that the organization retains ultimate discretion and control over use of their donations.
- 7.3 Training.** The ED should provide for appropriate board and staff periodic training in new fundraising techniques and budget for such expenses.
- 7.4 Public Affairs.** The ED is expected to exercise care in representing that we are a charitable, mission-centered, listening organization and develop policies and procedures for communicating with primary stakeholders and the public at large in a way that reinforces that image.
- 7.5 Communications Plan.** The ED is expected to develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan should identify the stakeholder segments, how the organization will both speak and listen to each segment.
- 7.6 Communications Restrictions.** To preserve our image in the community, the ED and any designee are the only spokespersons authorized to speak for the organization and the chair the only spokesperson for the board. None of the spokespersons may represent the organization in any way inconsistent with the policies in Part II of this BPM; make statements that may be perceived as supporting a political party or platform; author an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

SECTION 8. AUDIT AND COMPLIANCE

The ED is expected to take the necessary steps to ensure that the integrity of our Systems and procedures comply with all pertinent legal, regulatory, and professional Requirements and to report to the board any material variations or violations.

- 8.1 Annual External Audit.** An independent auditor will be hired and supervised by the Audit and Compliance Committee, after a careful selection and annual evaluation. The ED will work with the auditor to gain a clean opinion of the annual financial statements and respond in detail to items in the auditor’s management letter concerning opportunities to improve systems and procedures related to financial controls.
- 8.2 Internal Compliance.** The ED is expected to meet all requirements for complying with federal, state, or local laws and regulations. The ED should maintain a list of compliance actions and reports that are required of a nonprofit organization, or recommended by the IRS as reflected in questions contained in the Form 990 report, and periodically submit the list for inspection by the Audit and Compliance Committee. The ED is encouraged to contract with competent legal counsel every ____ years to compare our policies, procedures and contracts with pertinent laws and regulations so we remain in essential compliance. Reports of such reviews must be made available to the Audit and Compliance Committee who, in turn, will report to the board on the overall status of the organization with respect to compliance matters.

SECTION 9. MISCELLANEOUS

NOTE: available if needed for policies that do not fit naturally in other chapters such as:

9.1 Conflict of Interest

1. Each Trustee, prior to joining the Board, and all present Trustees, shall submit in writing to the Chair a list of all businesses or other organizations of which the Trustee is an officer, director, trustee, member, owner (either as a sole proprietor or partner), shareholder, employee or agent, with which (organization) has or might reasonably in the future enter into, a relationship or a transaction in which the Trustee would have conflicting interests. The Chair shall become familiar with the statements of all Trustees in order to guide her or his conduct should a conflict arise.
2. Any Trustee, Officer, or Management Employee (collectively “Obligated Person”) who contemplates engaging in any transaction or matter in which he or she may directly or indirectly profit financially or materially, shall disclose all material facts about the transaction to the appropriate Board of Trustees before engaging in the transaction in which a duality or conflict of interest arises. These requirements shall apply to an Obligated Person receiving an honorarium of more than \$500 in connection with speaking at or participating in an (organization) event, conference or meeting. For purposes of this policy:
 - a. A *Management Employee* is an employee who can influence the decisions or actions of (organization);
 - b. A *Transaction* is one which involves a person or entity of which an Obligated Person, or a member of the immediate family of an Obligated Person, is a proprietor, partner, employee, or officer.
3. A Trustee with an interest in such a transaction is neither to use his or her personal influence in the discussion of the matter, nor vote on the matter; and is required to leave the meeting during both the discussion and vote.

4. The Board of Trustees may authorize the transaction if it determines it is in the best interest of the respective corporation and:
 - a. The transaction is for goods or services purchased or benefits provided in the ordinary course of business of (organization), for the actual or reasonable value of the goods or services or for a discounted value, and the transaction is fair;
 - b. The transaction is approved by a two-thirds (2/3) majority of the Trustees present and eligible to vote.
 - c. The (organization) shall maintain a list disclosing each and every transaction in which an Obligated Person has a financial interest (an interest in a transaction or transactions exceeding \$500 in value for any Obligated Person on an aggregate annual basis), direct or indirect, including the names of those to whom the benefit accrued and the amount of the benefit, and shall keep such list available for inspection by members of the Boards of Trustees and contributors to the (organization);
 - d. If the transaction, or the aggregate of transactions with the same Obligated Person within one fiscal year, is in the amount of \$5,000 or more, (organization) publishes notice thereof in a newspaper of general circulation in (city/state), and gives written notice to the Trustee of Charitable Trusts before consummating the transaction;

Provided, however, that (organization) shall not loan money or property to an Obligated Person, and any Obligated Person who assents to or participates in any such loan shall be jointly and severally liable for the amount of such loan until it is repaid, and provided that (organization) shall not sell, lease for a term greater than 5 years, purchase, or convey any real estate or interest in real estate to or from an Obligated Person without prior approval of the (state) probate court having jurisdiction.
5. The minutes of the meeting are to show that the duality or conflict of interest was disclosed and discussed, and that the Trustee(s) with a personal interest in the matter was/were not present for the discussion, and abstained from voting;
6. Any material transaction is to be fully disclosed in the audited financial statements.
7. All Trustees shall be reminded annually of the Conflict of Interest Policy for their information and guidance.
8. Honorariums of \$500 or less incurred in connection with a Trustee speaking at or participating in an (organization) event, conference or meeting shall be excluded from the Board of Trustees Conflict of Interest policy, but shall be reported to the Board at the next Board meeting following the event, and duly noted in the minutes.

ADDENDUMS

Addendums may include items such as:

1. Individual trustee profile and responsibilities
2. Position descriptions (chair, vice chair, secretary, treasurer, ED)
3. Committee charters (audit, board development, finance)
4. Finances (contractual authority and review, bank and bonding authorization, investment policy and authorization, transfer of funds to other organizations, expense reimbursements, government funding)
5. ED spouse volunteer role (for IRS purposes)

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.....

One of the outcomes of the Murdock Board Training and Development program is a current, comprehensive, and functioning board policies handbook. 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.

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

Elements of a Strategic Plan

<p>The Process</p>	<p>Select a facilitator/consultant that has a track record for scaling Mt. Everest—and empower that person to select the methodology that has worked well for him or her in the past.</p>
<p>The People</p>	<p>Board/staff task force? Staff-only task force with regular updates to the board? Either way, leverage their CliftonStrengths®.</p>
<p>The Placemat</p>	<p>Wordsmith the one-page placemat with an eye to communicating the plan to multiple customers (board, staff, donors, clients, volunteers, etc.).</p>
<p>The Proclamation</p>	<p>Get the plan off the shelf and into the streets! Completing the plan is just the start. Now you must sell the plan.</p>
<p>The Progress</p>	<p>Monitor Results: Dashboards. Targets. Measurements. Metrics. Monthly Updates. Make strategic planning an on-going, year-round process—not a one-time event.</p>

STEP 1: APPOINT A TASK FORCE

Generally a combination of key staff and two or three board members.

STEP 2: CREATE THE PLANNING CALENDAR

For most organizations without a written strategic plan, this process might range from three to nine months.

STEP 3: SEEK BUY-IN

Ensure that the Executive Director, senior team, and the board agree that the time is right for a strategic planning process and that there is passion, time, and budget to accomplish the plan. (You never have a second chance to make a first impression.)

STEP 4: APPOINT OR RETAIN A FACILITATOR OR CONSULTANT

Discern if you have internal expertise to facilitate this process or if you need to recruit a volunteer or retain a consultant.

STEP 5: APPOINT “CHAMPIONS”

Discern if you have internal expertise to facilitate this process or if you need to recruit a volunteer or retain a consultant.

STEP 6: PLAN A CELEBRATION

Create the expectation that you will be successful and put a celebration date on the calendar and assign your best party-planner to organize the event.

STEP 7: AFFIRM THE ANNUAL PLANNING CALENDAR

To ensure that this is a “rolling” three-year plan (that adds one more year every year—so you are always looking ahead three years), set key target dates for the next 12 months. Build strategic planning into the DNA of your organization so it’s similar to your budgeting and monthly financial reporting cycle—not a one-time annual event that provokes groans and excuses!

Read Chapter 10, “The Hoopla! Bucket” in John Pearson, *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Non-profit* (Ventura, CA: Regal, 2008).

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. Revenue and Expenses: Achieve year-end net income goal of \$40K based on revenue of \$500K and expense of \$460K	12/31/23		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
2. Operating Reserves: Increase operating reserves from \$114K to \$154K (equivalent to 4 months of the FY 2021 expense budget)	12/31/23		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
3. Board Member Recruitment: Assist board with cultivating five new board prospects for quarter 1, 2023	10/31/23		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
4. Three-Year Rolling Strategic Plan: Based on board feedback, recommend final version of 2023-25 Strategic Plan to board	9/30/23		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
5. Vision 2025 Resource Center: 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	9/15/23		<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		Key: For information For discussion For decision
9:00 a.m.	Call to order	Chair	
9:05 a.m.	Rollcall and welcome	Chair	
9:10 a.m.	Minutes of last board meeting Consider a Consent Agenda ¹	Chair	Decision
9:15 a.m.	Personal updates and sharing	Secretary	Discussion
9:45 a.m.	Governance Conversation <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.	Three Year Assumptions² Strategic Planning <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.	Executive Director Report and Q&A	Executive Director	Decision

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

Prime Responsibility Chart Template

XYZ ORGANIZATION

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

ROLES AND RESPONSIBILITIES				
	BOARD	Executive Director	VP/CFO	DEPT. HEADS
PERSONNEL:				
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
PLANNING:				
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
FINANCE:				
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 pg. 294), this chart clarifies board and staff roles. Update regularly (e.g., Version 3.0 – 4/15/2021).

Board Policies Manual Recommended Content

XYZ ORGANIZATION

Download a sample Board Policy Manual from The Andringa Group at theandringagroup.com/resources.

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

RECOMMENDED CONTENT

Board Governance

- Board selection, orientation, member criteria, job descriptions
- Affirmation of Services and Conflict of Interest policies and forms
- Board evaluation
- Executive Director job description, evaluation policy
- Risk assessment and succession planning policies
- Budget and fundraising controls and audits
- Institutional communication

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

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

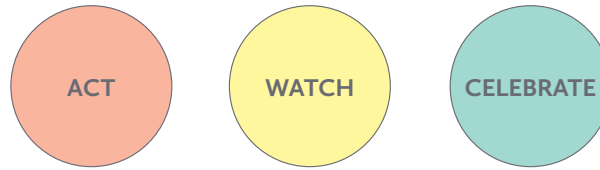
EXAMPLE: SELECTION PROCESS FOR NEW BOARD MEMBERS

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

Sample Dashboard #1 for Nonprofits

XYZ ORGANIZATION

A dashboard helps senior leaders track key performance indicators (KPI) at a glance. To create an effective dashboard: 1) Make it easy to read. 2) Use color to focus attention. 3) Keep it simple to update. 4) Adjust metrics as needed.



	TARGET	6 MONTHS AGO	NOW
FINANCE:			
Unrestricted cash on hand	60 days	65 days	55 days
Year-Over-Year (YOY) growth (Budget increase over previous fiscal year)	3%	6%	4%
Liquid Unrestricted Net Assets (LUNA) (Assets that could be converted to cash)	\$25K	\$5K	\$8K
Program efficiency (Budget used for overhead)	35%	30%	30%
FUNDRAISING:			
Total gifts (MOS, QTR, YRLY)	5 per QTR	3 per QTR	7 per QTR
Major gifts (\$10K+)	1 per QTR	1 per QTR	2 per QTR
Gifts per donor segment	2: \$1-5K 2: \$5-10K 1: \$10K+	1: \$1-5K 1: \$5-10K 1: +\$10K	3: \$1-5K 2: \$5-10K 2: \$10K+
Pledge fulfillment	90%	80%	86%
BOARD OF DIRECTORS:			
New members	3 by Sept	2 in July	Still 2 as of Aug
Attendance	80%	80%	88%
Board member self-evaluations complete	By Aug	NA	Done
Annual Board evaluation complete	By Oct	NA	NA

PROGRAMS AND IMPACT:			
Beneficiaries served	50 a year	63	89
First-time clients	15	23	26
Program attendance (% of targeted participation achieved at a specific program)	25%	32%	22%
Beneficiary satisfaction rate	10% survey completion rate/ 80% satisfaction	12% survey completion rate/ 67% satisfaction	11% survey completion rate/ 82% satisfaction
Pre/post scores (Growth of knowledge, skills, abilities, and/or behaviors in program participants)	90% standard deviation (SD)	92% SD	94% SD

HUMAN RESOURCES:			
Employee satisfaction rate (Net Promoter Score)	9	6	7
Performance evaluations complete	90%	Didn't track	86%
Workers' compensation claims open	0	2	1
Percentage of people of color	50%	44%	42%

RISK MANAGEMENT:			
990-N Form complete	100% by Nov	NA	Applied for Extension
Emergency action plan	Updated by Oct	NA	Not due yet
Fire drill	Monthly	Began monthly drills July	Monthly
Tech audit	Twice annually	Not done	Not done

MARKETING:			
Website page views per month	500	237	320
Email click-to-open rate (CTOR) and click-through rates (CTR)	15% CTOR 3% CTR	12% CTOR 4.2% CTR	13% CTOR 4.4% CTR
Email conversion rates	3%	3.7%	3.8%
Landing page conversion rates	5%	3%	3.2%

Sample Dashboard #2 for Nonprofits

XYZ ORGANIZATION

**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 Adtl Application Requirements)	6-year Graduation Rate	Traditional Full-Time Students (Matriculated)	First-time, Full-time Freshman Retention (fall to fall)																								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">4,577</td> <td style="width: 50%;">4,577</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>3,033</td> <td>3,033</td> <td></td> </tr> </table>	4,577	4,577	↑	3,033	3,033		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">61.4%</td> <td style="width: 50%;">52.9%</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>50.9%</td> <td>61.4%</td> <td></td> </tr> </table>	61.4%	52.9%	↓	50.9%	61.4%		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">563</td> <td style="width: 50%;">473</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>453</td> <td>488</td> <td></td> </tr> </table>	563	473	↓	453	488		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">68.4%</td> <td style="width: 50%;">N/A</td> <td></td> </tr> <tr> <td>60.0%</td> <td>64.0%</td> <td></td> </tr> </table>	68.4%	N/A		60.0%	64.0%	
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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																								
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First-Year Full Time Net Tuition Per Student						
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\$10,000	\$13,514					



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

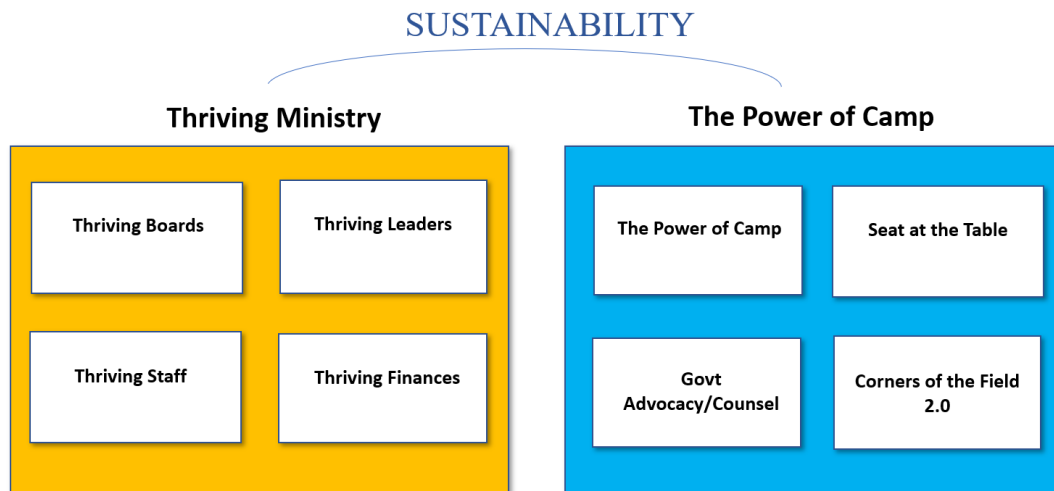
During fiscal year 2017-18, we introduced a new approach to the identified strategic initiatives of CCCA, brought about through brainstorming and conversation among CCCA board members and follow-up meetings of the CCCA leadership team. With board input in mind, we will go deeper and continue the good 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.

thepowerofcamp®

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.

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)



STRATEGIC EFFORTS

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.

###

NOTES





M.J. Murdock
CHARITABLE TRUST