



## Working More Effectively With Your Board

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## Learning Outcomes

At the end of this session you will understand:

- Governance and Organizational Support
- Organizational Life Cycle
- Setting Objectives with Diagnostic Tools
- Characteristics of healthy board/staff relationships

## Governance and Operational Support

<b>Governance (Oversight/Leadership)</b>	<b>Operational Support (Lending a Hand)</b>
1. Mission	1. Fundraising
2. Strategy	2. Marketing
3. Finance	3. Volunteer Mgmt
4. Policies	4. Bookkeeping
5. Executive Director	5. Web Site Mgmt
6. Board	6. Etc

## A Board's Role Changes Over Time

	<b>Start-up Org.</b>	<b>Young Organization</b>	<b>Mature Organization</b>
<b>Org.</b>	Building Capacity	Strengthening Capacity	Fine Tuning Adapting
<b>Board</b>	Working Board	Moving from Hands On to Oversight	Governing Board

## **Common Problems Created by the Board**

- Board Members not knowledgeable
  - Vision, mission, objectives, process, details
- Creates additional work for staff
  - New projects, micro-manages
  - Small staff overwhelmed by large board
- Focus on details, not big picture
- Does not trust staff, or each other

## **Valuable Tools For the Board**

- New Board Member Solicitation and Orientations
- Annual Board Self-Assessment
- Annual Revisit of Organization's Mission, Vision, and Objectives
- 3-year Outlook
- Board Committee Descriptions and Objectives
- Annual Executive Director appraisal

## **Working Boards.... A Trap Some Fall into**

- Often support Young and Mature Organization
- Offer volunteer support for small, under-funded organizations
- Create problems
  - Is the board the boss or the volunteer?
  - Can you execute programs and perform oversight?
- Hinder the growth and independence of the organization
- May have outlived their usefulness

## **Common Problems Created by the Staff**

- Doesn't share information with the board
  - Doesn't know what to share, doesn't want to
- Lacks skills needed to do the job
- Can't explain how staff time is spent
- No specific objectives, implementation plan
- No time to spend with board members
- Doesn't manage the budget well

## **Valuable Tools for the Staff**

- Staff Job Descriptions and appraisals
- Objectives for the year (org. and individ.)
  - Including Project Plans, Communication, Fund-raising, Personnel, Volunteer/Member, Other?
- Annual and Monthly budget
  - Balance Sheet, Income Statement, Cash Flow
- Strategic Plan (5 years ahead, 3-4 pages)
- All must be understood by the board

## **Three Diagnostic Tools**

- Board/Staff “Check-Up”
- Board/Staff/Volunteer Responsibilities
- A Look at the Short-Term Future

## **Critical Tools for Success**

- Board Committees
  - Responsibilities and Annual Objectives
- Staff
  - Job Descriptions, Objectives, Appraisals
- Expectations of Board members
- New Board Member Orientation Outline
- Board Committee Recommendation Form
- Executive Director Board Report

## **Characteristics of a Strong Board/Staff Relationship**

- Trust, Respect, and Professionalism
- On-going Communication – no surprises
- Agreement on these items:
  - Vision and Mission
  - Annual and L.T. Priorities
  - Division of Labor
  - Decision-Making Process

## **Joint Board/Staff Healthy Habits**

- “Are we on track?” meetings
  - One-on-one (Board Pres and ED)
  - All concerns and issues can be raised
  - Preview of ED’s board report
- Board Committees and Staff Members discussions between board meetings
- Don’t let all communication occur during the board meetings

## **Learning Outcomes (revisited)**

At the end of this session you will understand:

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## **Valuable Resources**

- National Council of Nonprofits  
([www.ncna.org](http://www.ncna.org)) – find your state association
- [www.boardsource.org](http://www.boardsource.org)
- [www.managementhelp.org](http://www.managementhelp.org) (free library)
- [www.suite101.com](http://www.suite101.com)
- [www.idealists.org](http://www.idealists.org)
- [www.ezinearticles.com](http://www.ezinearticles.com) (business/nonprofit – search for articles by Alyson Ball)

## **Wrap-Up**

Questions? Comments?