

Boards in Gear

Unlocking the Why, What, Who, and How of Nonprofit Board



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Washington Nonprofits and the Office of the Secretary of State are partnering to give nonprofit boards the tools and resources they need to succeed. For more information about this partnership, please visit www.washingtonnonprofits.org/WNI.



For more information about Boards in Gear:

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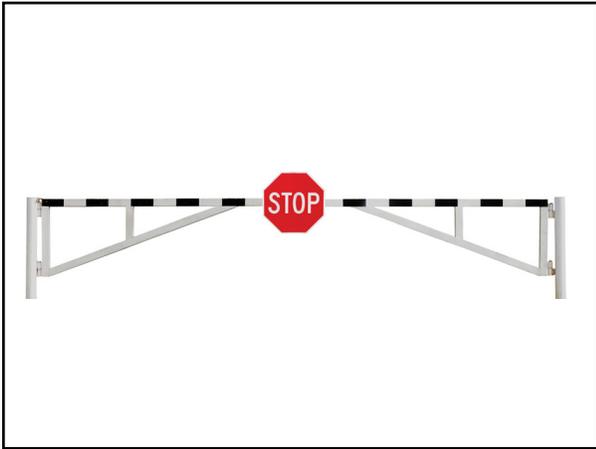
www.washingtonnonprofits.org/boardsin gear

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GOAL

Today gives you a taste...

1. Go online and watch full videos
2. Attend a Boards in Gear workshop near you



What is Boards in Gear?



WHY?

- Connection to cause
- Responsibilities
- Composition & development
- Operations
- Fundraising

	6 Short Videos		
	6 Kits		
Key documents			
Pathway			
Game			

Kits



 Know	 Show	 Grow	 Documents
Knowledge + Practice + Key documents = Success			

Documents Collection



Google Drive

Boards in Gear Documents 6 items

www.washingtonnonprofits.org/boardsingear

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Pathway



A. Communication

Needs work	Okay	Good	Great
Board members can not give a pitch about the organization.	Board members can give something of a pitch about the organization.	Board members can give a "pitch" about the organization.	Board members can give a "pitch" about the organization that resonates with diverse audiences.
Board members have no stories about the organization.	Board members have at least one story that they can tell.	Board members have a set of stories that they can tell about the organization and the role it plays in the lives of constituents.	Board members have regular ways to gather new stories.
Board members have no brochure or handout.	Board members have a brochure or some handout, though maybe not current.	Board members have a current one-page handout to share with potential supporters.	Board members have customized handouts for different audiences.

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Nonprofit Life Cycle



"Start where you are. Use what you have. Do what you can."

- Arthur Ashe

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Why

Connection to Cause

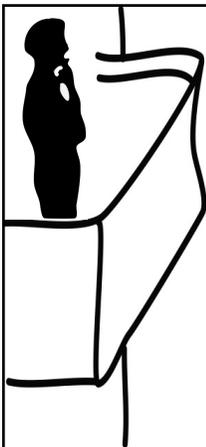
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Connection to Cause **KNOW**

- ✓ Connect mission to the cause
- ✓ Powerful voice
- ✓ Education vs. lobbying: Use advocacy as a tool

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 **Connection to Cause**
SHOW

Board members...

- Can **articulate the connection between their mission and the cause** which the organization is working to advance.
- Are **ambassadors for the organization.**
- Engage **key decision makers** and those involved in their work in telling the story of the organization and its work.

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 **Connection to Cause**
DOCUMENTS

- ✧ Articles of Incorporation
- ✧ Handout for decision makers on the organization and its impact
- ✧ Information on the landscape you are working in
- ✧ Advocacy plan*

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What
Responsibilities

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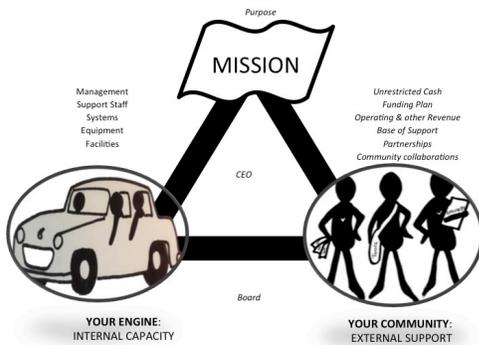


Responsibilities **KNOW**

- ✓ Individual responsibilities
- ✓ Legal and fiduciary responsibilities
- ✓ Risk management
- ✓ Govern vs. support
- ✓ Role of the chair

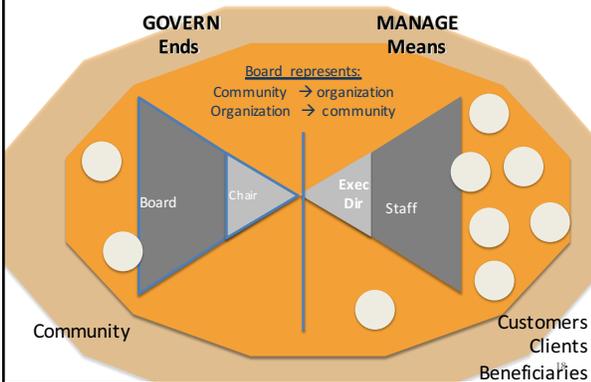
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Nonprofit in Balance



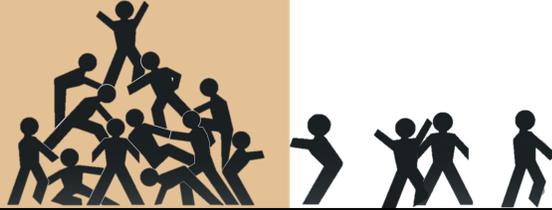
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Role of the Board



Board vs. Board Members

<p>Together: Govern Strategic thinking Financial & legal oversight Evaluate Executive Director Board self-management</p>	<p>Individually: Support Ambassador to community Raise funds Bring connections Advise Executive Director</p>
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Responsibilities **KNOW**

Duty of Care
 Board members will take reasonable care (that of an ordinarily prudent person) when making a decision as a steward of the organization.

Duty of Loyalty
 Board members will give undivided attention to the organization when making decisions affecting the organization. The board member will work in the best interests of the organization and not for personal gain.

Duty of Obedience
 Board members will be faithful to the organization's mission and governing documents, stewarding funds in a way that honors the public's trust in that organization.

Financial Responsibilities

B BALANCE SHEET	I INCOME STATEMENT	N NINE-NINETY (IRS FORM 990)	G GIVING	O OVERSIGHT
				
Snapshot	Period of Time	Public Document	Communication	Internal Controls

Board Culture

A pattern of beliefs, traditions and practices that prevail when the board convenes to carry out their duties



<p>Artifacts: Visible structure and processes (agendas, table, names plates, where people sit)</p>	<p>Group norms and assumptions? Stated strategies, goals, and philosophies</p>	<p>Values? Unconscious, taken for granted beliefs, perceptions and thoughts- group norms</p>
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Conflict



Cognitive: task-oriented
 “I don’t think your idea will work. Let’s try to look at it in a different way.” ↑ 😊

Affective: emotionally-oriented
 “I don’t think you have good ideas and you don’t understand the issue.” ↑ 😞

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Succession planning

www.hol-seutter.com

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 **Composition & Development**
SHOW

- Diversity
- 7-15 people
- Officers
- Role of Executive Director
- Unpaid & at least 2/3 of the board is independent.
- Process to recruit, select & orient new board members.
- Job description
- Conflict of interest
- Term length, limits, & removal written in the bylaws.
- Board evaluation
- Training

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 **Composition & Development**
DOCUMENTS

- ✧ Conflict of interest policy*
- ✧ Whistleblower policy*
- ✧ Job descriptions: Board Members
- ✧ Job descriptions: Officer positions
- ✧ Attendance policy
- ✧ Board application
- ✧ Board matrix
- ✧ Board recruitment plan
- ✧ Board self assessment
- ✧ Calendar, including recruitment timeline and orientation schedule
- ✧ Committee charters and/or job descriptions
- ✧ Terms: rotation and removal policy

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HOW
Operations

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Operations **KNOW**

- ✓ Board meetings
- ✓ Planning
- ✓ Evaluation
- ✓ Committees
- ✓ Board/staff relationship
- ✓ Documentation

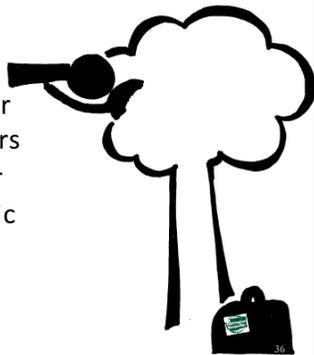
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Board meetings

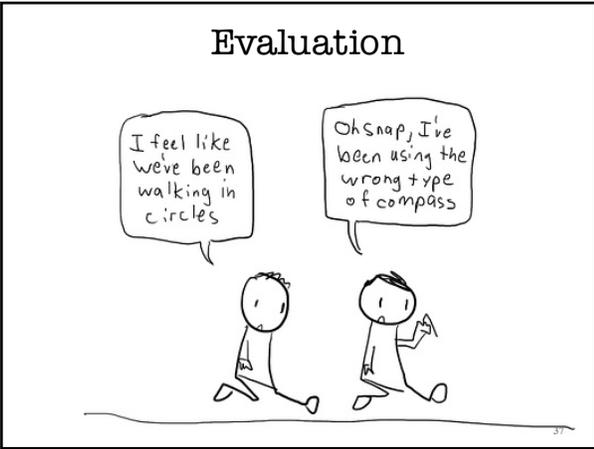
Planning

strat·e·gy:
a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result.

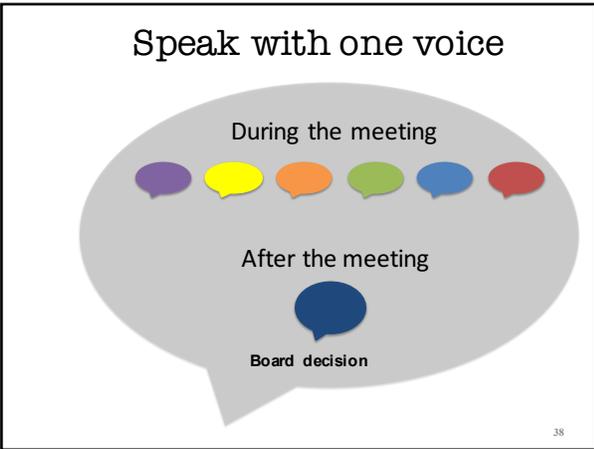


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Evaluation



Speak with one voice



Dashboards

Goal: Quick gauge on how you are doing

A screenshot of a dashboard titled "... and after: Dashboard" from CompassPoint. The dashboard shows a table with performance indicators, targets, and current values for 6 months ago, 3 months ago, and the current month. The table is color-coded: red for negative variance, yellow for neutral, and green for positive variance.

Indicator	Target	6 months ago	3 months ago	This Month
Days of cash on hand	60	31	48	51
Net surplus or deficit YTD compared with YTD budget	0.0	\$10,450 better	\$2,500 worse	\$5,400 better
Total expenses	On budget	\$2,500 worse	\$700 worse	On budget
Days from end of month to financial statement completion	45 days	45	52	40

 **Operations SHOW**

Board...

- Meets regularly** with strong attendance and engagement during meetings.
- Makes progress** during meetings.
- Uses committees.**
- Hires, supports, and reviews the **executive director**.
- Provides staff direction**, support, and accountability through plans, policies and volunteering when appropriate.
- Reviews its own performance** on an annual basis.

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 **Operations DOCUMENTS**

- ✧ Attendance policy
- ✧ Board matrix
- ✧ Bylaws
- ✧ Calendar
- ✧ Committee charters and/or job descriptions
- ✧ Executive compensation policy*
- ✧ Job descriptions
- ✧ Meeting agenda
- ✧ Minutes
- ✧ Orientation schedule/agenda
- ✧ Staff organization chart

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How
 Fundraising

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Fundraising **KNOW**

- ✓ Roles & expectations
- ✓ Planning
- ✓ Culture of gratitude
- ✓ Development cycle
- ✓ Own the goals

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Development Cycle





Fundraising **SHOW**

Board members:

- Know their role** generally and individually related to fund development.
- “Own” their role.**
- Have the **information and resources** they need to support fund development.
- Have **systems** in place to support fund development.

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 **Fundraising DOCUMENTS**

- ✧ Board job description
- ✧ Budget
- ✧ Case for support
- ✧ Fundraising plan
- ✧ Gift acceptance policy
- ✧ List of current donors
- ✧ List of current members (if a membership organization)

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Questions?

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