

# BOARD DEVELOPMENT

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The path from the dining room table to the board room

Michelle Conklin, CFRE

# Overview

- Evolution of a Board
  - How to get them
  - How to keep them
- What are their responsibilities
  - Accountability
    - Policies

# Philosophy of Board Service

A nonprofit board is responsible for determining and monitoring the mission of the organization and the strategy that supports it. Regularly reviews the nonprofit's mission and strategies and assures that resources are used responsibly and that the strategy is consistent with accomplishing the mission.

# THE EVOLUTION OF A BOARD

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From grass-roots to fund raising

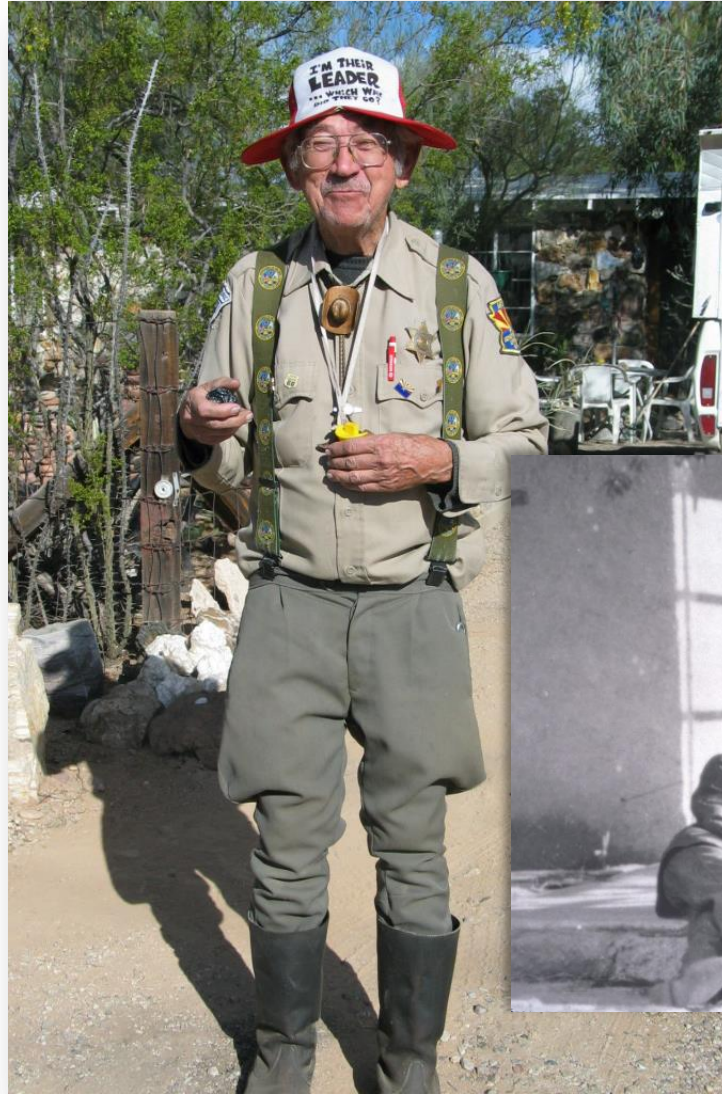


# Dining Room Table Board

Passion

All Volunteer

Very Little Board  
Experience





## **1. Young Adult Board**

- 1.Passion
- 2.Hire the first Executive Director
- 3.Share power and responsibilities

## **1. Adult Board**

- 1.Passion
- 2.Hire program/operational staff
- 3.Systems and policies are in place
- 4.The Board's role is clearly defined

**“Nonprofit” is just  
an IRS designation  
– not a management  
style.**

# BUILDING YOUR BOARD

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*Nonprofit is an IRS designation – not a management style*



# Common Board Issues

Lack of Understanding of their Role, the Board's Role and the role of the CEO

"I'm a Volunteer"

Allowing the Unacceptable

Unengaged Members

# Lack of Understanding

## How it happens

- In the absence of a formal plan to perpetuate and educate your board, you will be at the mercy of whoever preceded you, at whatever agency your board members served previously
- Not all volunteers are created equal
- Lack of understanding of budget/financials
- Fear
- Lack of information
- Unwillingness to question

## How to address it:

- Have the right mix on board
- Budget by activity
- Funding a part of every new idea discussion
- Orientation to include encouragement to speak up and never vote for something you do not support
- Robust discussion at Board meetings
- Encouragement to ask for more information

Communicate!

# Allowing the Unacceptable

## How this happens:

- Don't want to over step
- Don't know how to fulfill role
- Don't understand what is acceptable
- Rubber stamp
- Conflict avoidance
- Fear

## Possible Solutions:

- Policy on acceptable practices
- Define duties
- Create an environment conducive to discussion
- Encouraging robust discussion
- Orientation to include discussion of disagreement and encouragement to not vote on motions with which members disagree
- Policies to remove problematic members

**Communicate!**

# I'm a Volunteer

## How this happens:

- Too much pressure for board service
- Expectations not clear when asked to join the Board
- Time commitment not communicated
- Board members not trained to their role

## Possible Solutions:

- Job description
- initial discussion, orientation annual trainings
- expectations all include the need to "be prepared to meet as often as is necessary to complete the business of the board during the term of one's service"

Communicate!

# Unengaged Board Member(s)

## How this happens:

- Executive Committee or Management takes away all real thinking and responsibility
- Wrong people on the board
- No plan
- Disorganized meetings
- Strong Board members get frustrated and quit
- Lack of clarity of authority
- And....I hate to say it...the CEO builds it that way

## How to address it:

- Eliminate the power of the Executive Committee to vote in lieu of the full board
- Define duties and responsibility
- Training on the role of the board and the role of the CEO
- Strategic Plan
- Clear assignments
- Task mastery

# Recruit – Board Matrix

	Gender/Identity			Race/Ethnicity				Age				Role													Experience						
	Male	Female	GLBT	white	black	hispanic	asian american	other	20-35	35-55	55+	Nonprofit	Accounting	Legal	Government	Academic	Nursery/Landscape	Landscape Architect	Small Business	Real Estate	Artist	Insurance	Corporate	Medical	Caterer	Community volunteer	Finance	Fundraising	Local Connections	Business/Corp.	Political/Governm
<b>Committee Members</b>																															
John	X	X		X						X			X										X			X	X	X		X	
Meredith		X		X							X	X											X								
Vicki			X			X		X									X	X													
<b>Committee Candidates</b>																															
Natalie		X			X										X														X		

# Diversity

**Diversity brings in new thinking, insights and perspective about your constituents and community**

**A Lack of Diversity Represents a Missed Opportunity.**

Boards that are too culturally homogenous can wind up with blind spots and miss important cues about trends or internal problems.

Elena Bajic, *Founder and CEO of Ivy Exec*

**From:**

**Date:** August 10, 2017 at 2:57:11 PM MST

**To:** |

**Subject:** In preparation for a September mini Board of Directors session on Board Diversity and Board Acquisition

**Reply-To:** Michelle Conklin

## Our Board Enviroment

We're conducting a survey and your input would be appreciated. Click the button below to start the survey. Thank you for your participation!

[Begin Survey](#)

Please do not forward this email as its survey link is unique to you.  
[Unsubscribe](#) from this list

Powered by  SurveyMonkey®



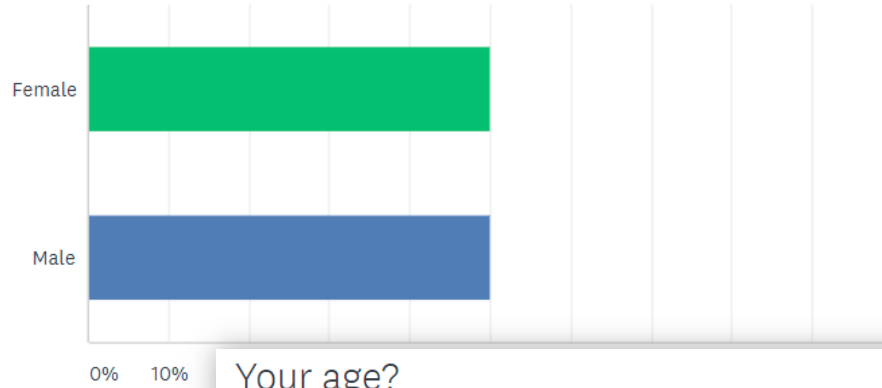
Q6

Customize

Exp

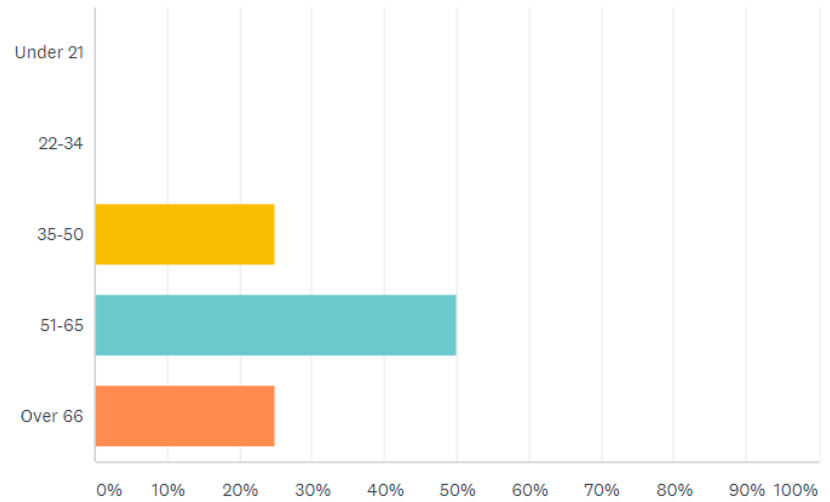
## Your gender

Answered: 4 Skipped: 0



## Your age?

Answered: 4 Skipped: 0



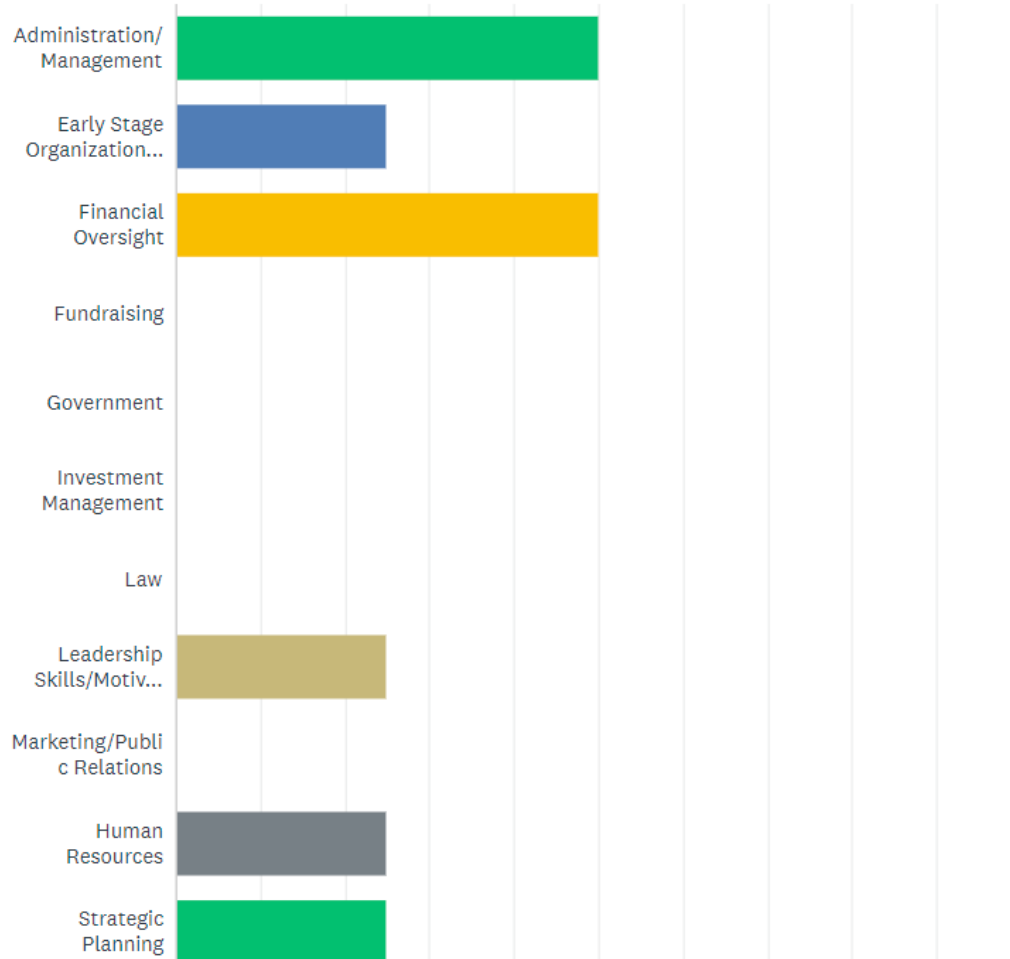
Q2

Customize

Export

What best describes your area of expertise/leadership qualities? (check all that apply)

Answered: 4 Skipped: 0



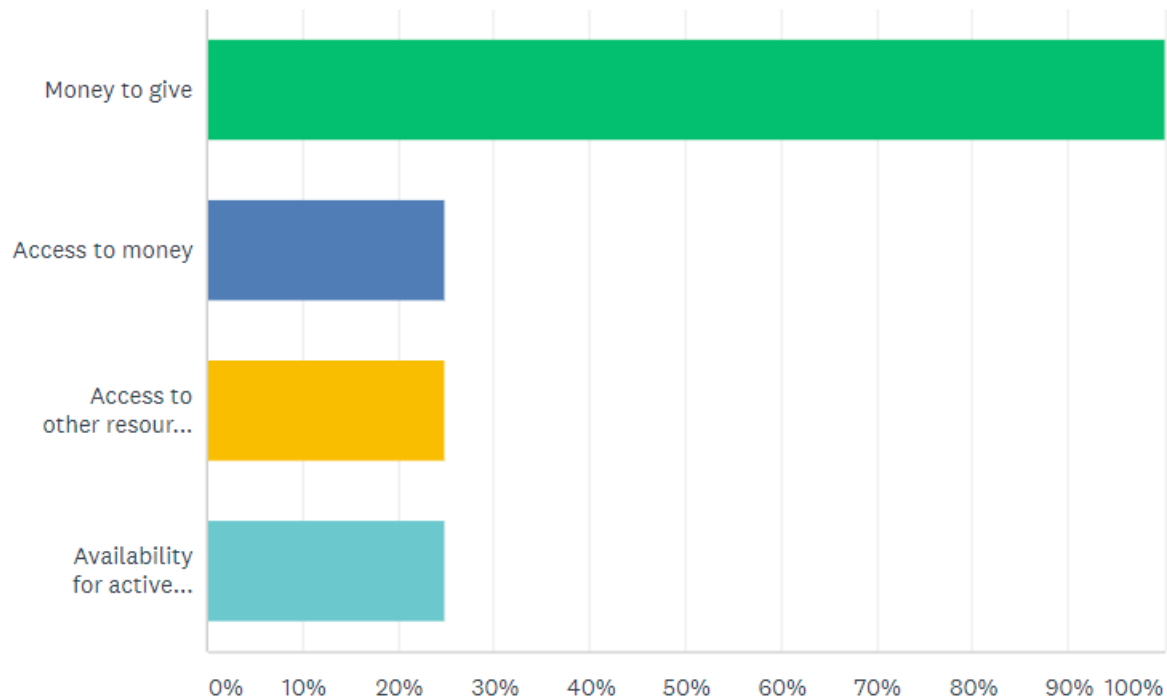
Q3

Customize

Export ▼

What resources can you give as a Member of the Board? (check all that apply)

Answered: 4 Skipped: 0



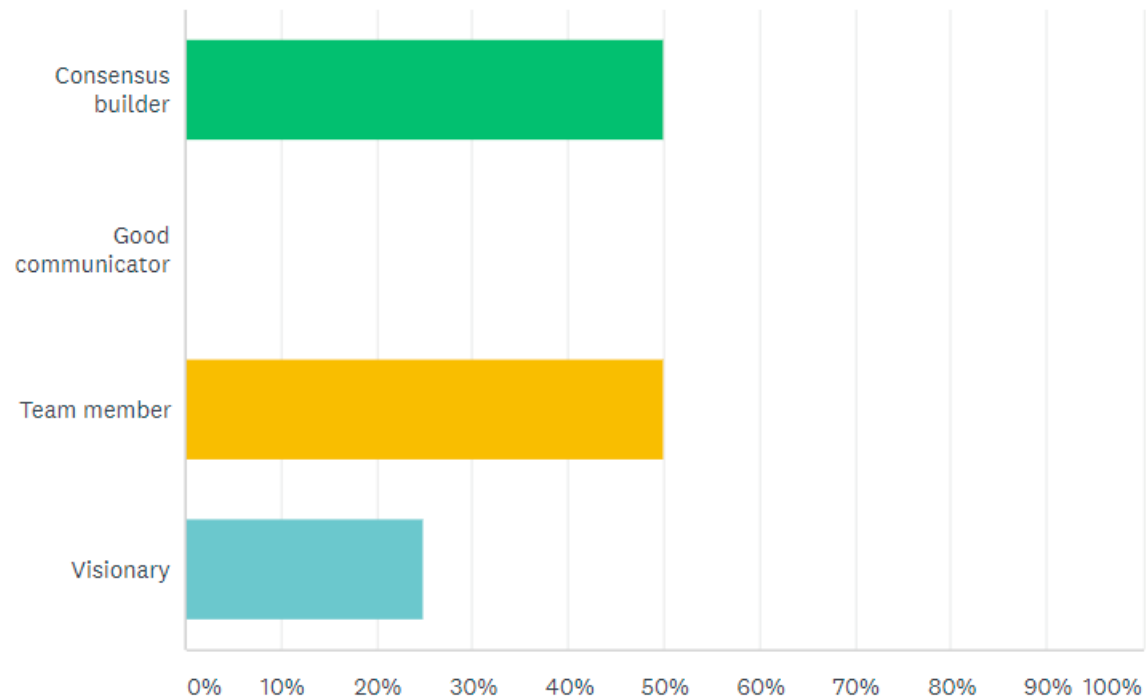
Q4

Customize

Export ▼

Which best describes your personal style? (check all that apply)

Answered: 4 Skipped: 0



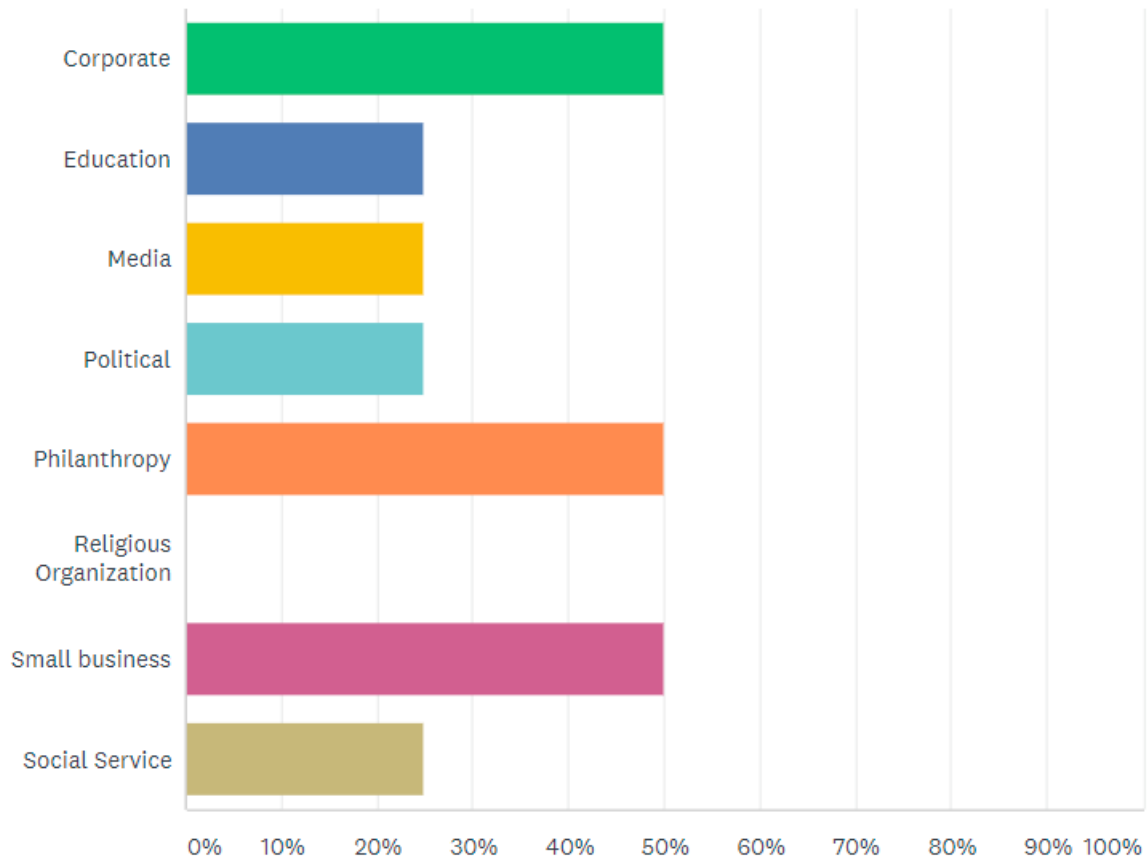
Q1

Customize

Export

# What Community Connections do you have? (Check all that apply)

Answered: 4 Skipped: 0



# Board Diversity Exercise

*What kind of Board Members are you looking for?*



- Time allotted: 15/20 minutes
- 3: 3" x 5" cards / Post it Notes

# What and Who Do We Need!

African  
American  
Diversity

Accountant

University  
Community  
College

Marketing

Estate  
Attorney

Young  
Professional

Government

Tourism

Latin  
American  
Diversity

Fundraisin  
g

Millennial

LGBTQ

Landscape  
Professional

Neighbor

# Experience/Expertise

# Cross Cutting Priorities





# To be considered for Board Nomination: Must meet one criteria in each category

Experience/Expertise	Cross Cutting	
Attorney	<b>Priorities</b> Ability to Give	African American Diversity
CPA	Young Professional	Personal Experience with... Homelessness Mental Illness
Education (University/ Community College)	LGBTQ Diversity	Neighbor
Marketing	Latin American Diversity	
City/ Government		
Fundraiser		
Child Psychologi st Expert		

# When Recruiting...

1. ***Make diversity a requirement.***
2. Establish a set of competencies and insights the board seeks.
3. Analyze the current board to ensure a broad range of perspectives is represented and, if not, identify the gaps.
4. Foster a board culture that invites and encourages open, honest feedback and independent opinions.

# RECRUITMENT/RENEWAL

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*Do it right the first time, or pay later*



Board Application  
*(The Job Application)*



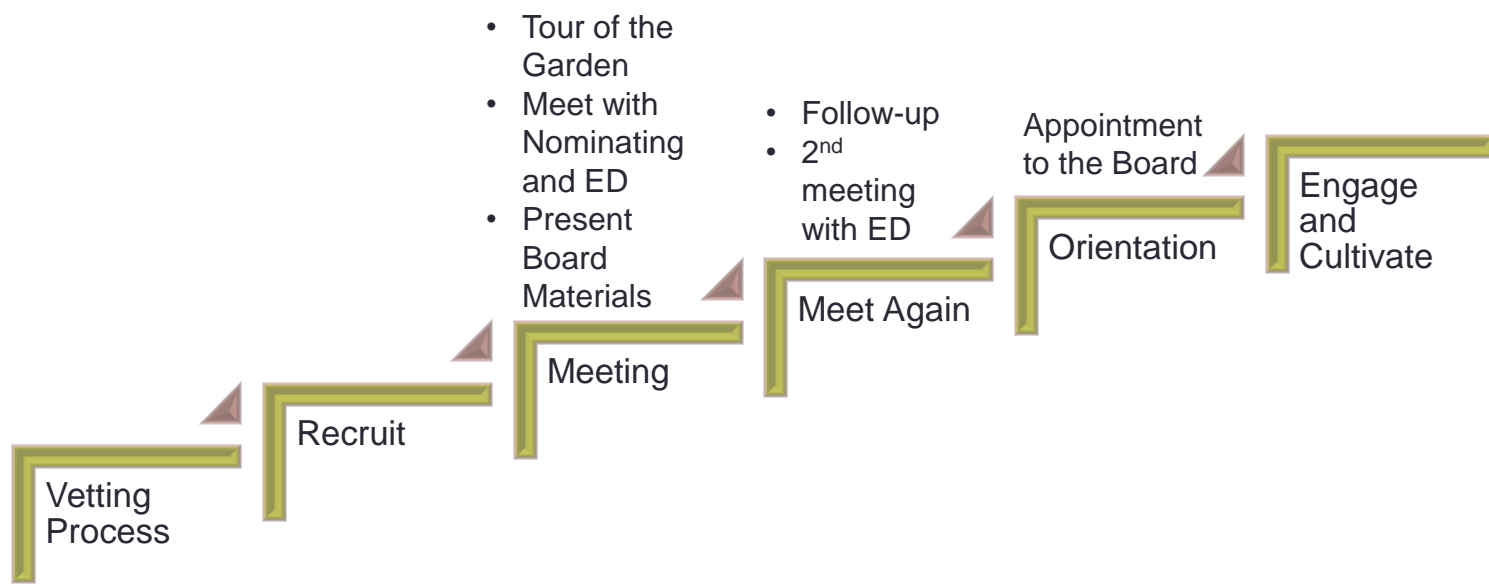
Board Member Responsibilities  
*(The Job Description)*



Outline of Personal Financial  
Obligations  
*(The Job Expectations)*



Board Member Agreement  
*(The Employment Contract)*



# Board Application

How would you like us to contact you?  E-mail  Phone

## Skills and Experience (please CHECK all that apply):

- Arts (area: \_\_\_\_\_)
- Corporate or Small Business Management
- Development/Fundraising
- Education (area: \_\_\_\_\_)
- Event Planning
- Finance/Investments

- Grant Writing and/or Management
- Human Resources
- Legal (area: \_\_\_\_\_)
- Lobbying/Advocacy
- Marketing/Public Relations
- Public Policy

- Public Speaking
- Strategic Planning
- Volunteer Outreach/Coordination
- Other: \_\_\_\_\_

## Other Information:

Please list any boards on which you are serving or have served.

## Your Service to Gardens:

How do you see yourself contributing to the Tucson Botanical Gardens?

## **Each member of the Board shall be expected to:**

- Be a member of the Gardens
- Act as an advocate for the Gardens.
- Understand and support its mission and policies.
- Be a member of one of the standing committees and participate fully in the committee's work.
- Attend Board Meetings. *Three consecutive unexcused absences may be cause for removal from the Board.*
- Attend the Annual Meeting.
- Participate in new Board Member Orientation.
- Make a personal gift to the Gardens Annual Fund – \* *See Board Financial Obligations.*
- Contribute to Capital Campaign.
- Support fundraising events through attendance and purchase of tickets.
- Secure or providing cash or in-kind contributions for the Gardens events or annual operating

# Board Financial Obligations

Annual Fund\* \$\_\_\_\_\_

Board Dues \$ 110.00

Special Event \$\_\_\_\_\_

Gala Tickets \$225./ea \_\_\_\_\_

Home Garden Tour \$125./ea \_\_\_\_\_

Luminaria Nights \$ 13./ea \_\_\_\_\_

Annual Meeting \$ 35./ea \_\_\_\_\_

Membership (Minimum \$60 level) \$\_\_\_\_\_

Capital Campaign Pledge/gift \$\_\_\_\_\_

*\*The minimum Annual Fund goal per Board Member is A \$1,000.*

**It is my intention to contribute the following this fiscal year**



# Board Application Agreement

Please Check That You Agree to the Following:

\_\_\_\_ I agree to accept a seat on the XYZ Board if approved by the XYZ Board of Directors. I understand that I am committing to # year term with a possible # year renewal.

\_\_\_\_ I agree to attend the monthly meetings to the best of my ability.

\_\_\_\_ I believe that the terms of membership on the ABC GARDENS Board are necessary for a successful Gardens to thrive.

\_\_\_\_ I have reviewed and agreed to adhere to the items outlined in the Board Responsibilities and Board Member Agreement.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

**Please attach a short biography that we may use if needed. (Optional)**

*Thank you for applying for Board membership with the ABC GARDENS.*

Give your recruits a running start...

# Orientation

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5 Board Handbook

Ideas

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Orientation Event

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Buddy System

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Annual Day at the Gardens

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Board Retreat

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# A Board Orientation Quiz...

1. The Board is responsible for hiring and evaluating the executive director? Y/N
2. Board members serve a three year term Y/N
3. An individual board member may give direction to employees Y/N
4. Board members must be loyal to the vision and purpose Y/N
5. Board member are expected to support the organization financially Y/N
6. Board members receive compensation for their service Y/N
7. Board members must support the decisions of the board Y/N
8. Board members have the responsibility to maintain nonprofit status... Y/N

# CREATING A CULTURE OF GIVING

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Philanthropy and fund development belong to every individual, every committee, every volunteer. Philanthropy is an attitude, an understanding, a behavior – and it begins at the top.

1. *Give, Get or Get Off*
2. *Set Dollar Amount*
3. *Make us one of your top (1,2,3) Charities*
4. *A Hybrid of Gift Goal along #3*

Of work, wealth and wisdom  
a board member should contribute at  
least two.

**VOLUNTEERS GIVE TIME.**

**BOARD MEMBERS GIVE**  
**time and money.**

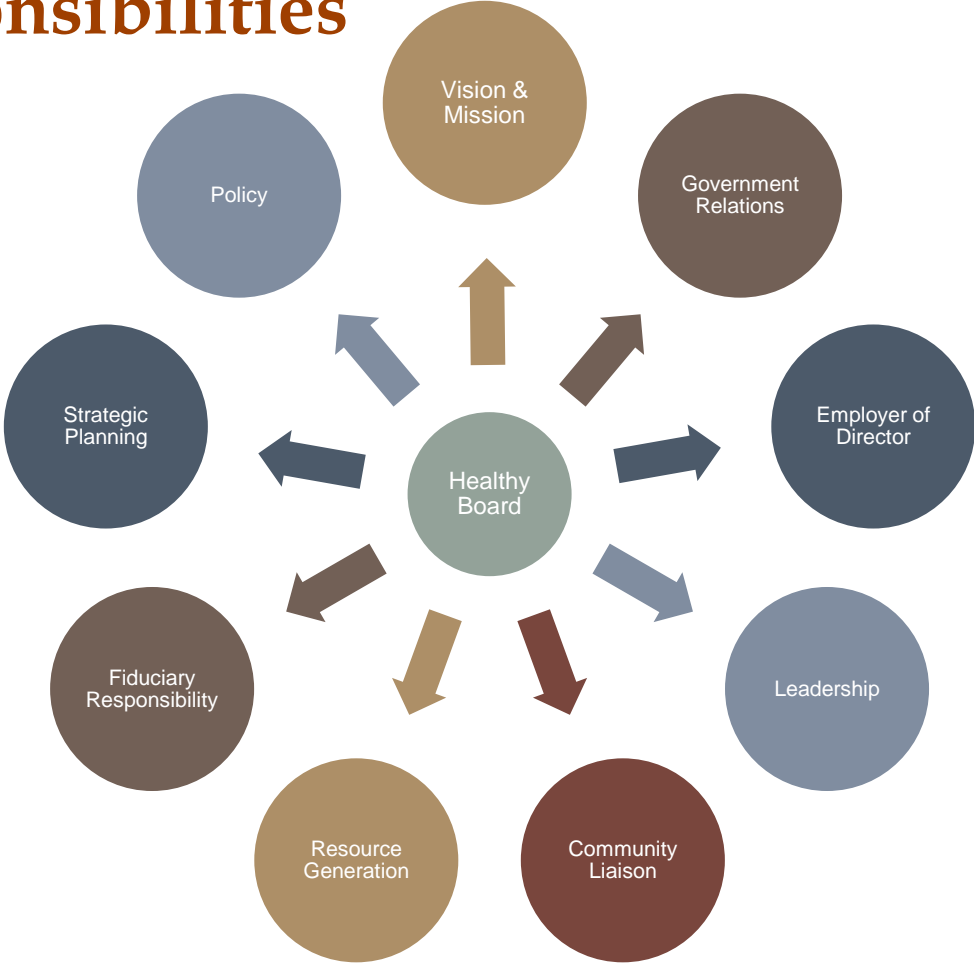
# SEPARATION OF POWER

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*When the lines get Blurred*



# Core Responsibilities



# Separation of Power – Board and Staff

Who Does What?

**BOARD & STAFF  
RESPONSIBILITIES**

Hires, evaluates and (if necessary) fires the Executive Director

Policy making as it relates to mission, programs, finance, personnel and public relations

Act, when requested, as an ambassador and spokesperson

Provide leadership and expertise as identified by the CEO and staff (e.g., legal, accounting, marketing and fundraising)

Ensure financial support

With staff, evaluate and update the work of the organization to ensure it's meeting its mission.

# **When times get tough...**

Strong Board President and/or  
Board Affairs Chair

You teach people  
how to  
**TREAT YOU**  
by what you allow,  
what you stop,  
and what you  
reinforce.

~ Tony Gaskins

[#livewithmeaning](#)

# EFFECTIVE AND EFFICIENT BOARD MEETINGS



# Staff



- PREPARES the Board materials in a TIMELY manner
- Provide a mission moment
- With Board President, creates the agenda
- ED evaluates staff

# Board



- READS the materials. PRINTS OUT and BRINGS the materials to the meeting
- Agenda – stick to it
- Board members need evaluation too

Can you help?



# Annual Board Evaluation

Written  
Evaluation



In-Person  
Evaluation



Educated, Engaged  
and Committed  
Board Member

How are WE/YOU doing?

- Service
- Committees
- Board Attendance
- Financial Obligations
- Executive Director
- Vision and Mission
- Changes in the environment
- Board Renewal Forms
  - Conflict of Interest
  - Financial Obligations
  - Responsibilities



# Are your basics covered?

- ✓ Articles of Incorporation
- ✓ By-laws
- ✓ Fed Tax ID letter
- ✓ Finance Committee
- ✓ Active Treasurer
- ✓ Monthly Statements
- ✓ Investment Policies
- ✓ **Conflict of Interest Statement**
- ✓ **Donor Privacy Policies**
- ✓ **Gift Acceptance Policies**
- ✓ Succession Planning
- ✓ Evaluation

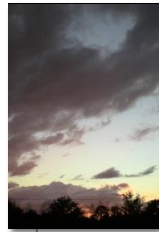
# Circle of Succession



# Remember...



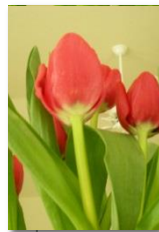
Laugh



Remember  
Why



Celebrate  
Victory



Thank and  
Thank Often

*BRING FOOD!*

