

Building Your Board: Strategies for Board Composition, Function and Governance

Seminar - April 11, 2006 - Glendale Public Library

Board Composition

- * Who should serve on a nonprofit's board? (integrate with strategy; the "who's" and the "do's")
- * Identifying potential members (current board/staff, other nonprofits, community leaders)
- * Recruiting potential members (initial approach, setting parameters, initial orientation)
- * Retaining members for their full term (finding legitimate self-interest, temperature checks)
- * Rotating or removing members (board terms; review of board composition)

Board Function

Ten Basic Board Functions (from BoardSource)

- 1 - Determining the organization's mission and purpose
- 2 - Selecting the CEO
- 3 - Supporting the CEO and assessing his/her performance
- 4 - Ensuring effective organizational planning
- 5 - Ensuring adequate resources
- 6 - Managing resources effectively
- 7 - Determining and monitoring the organization's programs and services
- 8 - Enhancing the organization's public image
- 9 - Ensuring legal and ethical integrity and maintaining accountability
- 10 - Recruiting new board members and assessing the board's own performance

- * Board self-assessment (purpose, structure, processes, internal/staff relationships, rewards, resources - make this topic for a board meeting)
- * Board positions (chair, vice-chair, secretary - legal and organizational requirements)
- * Board committees (finance/audit, personnel, fundraising, recruitment, executive)
- * Board diversity (example of National 4-H Council and youth members)
- * Board orientation, education and training (knowledge and skill development, new legalities)
- * Board communication (e-mails, interim meetings by phone or in person, regular meetings)
- * Board manual/agenda (combined docket for single vote, print or electronic versions)

Board Governance

- * Theory of Governance (Carver's "Policy Governance Model" focused on shareholder value)
- * Strategic Planning (Backer Model - maximum of 4-pages so it will be used)
- * Information (990, audit, financial statements, salary information, liability insurance)
- * Fundraising (fundraising committee, give or get requirements)
- * Legal Compliance (Nonprofit Integrity Act)
- * Conflict of Interest and Sunshine Laws

Resources

Alliance for Nonprofit Management www.allianceonline.org

Allison, M. & Kaye, J. (2005). *Strategic planning for nonprofit organizations: A practical guide and workbook*. Second Edition. Hoboken, NJ: Wiley.

Board Café, e-newsletter published by CompassPoint

BoardSource www.boardsource.org

California Association of Nonprofits www.canonprofits.org

Carver Board Governance www.carvergovernance.com

Carver, J. & Carver M. (2006). *Reinventing your board: A step-by-step guide to implementing policy governance*. San Francisco: Jossey-Bass.

Center for Nonprofit Management www.cnmsocal.org

CompassPoint NonProfit Services www.compasspoint.org

Society of Corporate Secretaries and Governance Professionals
www.governanceprofessionals.org

Third Sector New England www.tsne.org

Zimmerman, R. & Lehman, A. (2004). *Boards that love fundraising: A how-to guide for your board*. San Francisco: Jossey-Bass.

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