



# Building the Board You Need to Get Big Results

presenter:  
Carolyn Sullivan, President & CEO



Power Up Your Pantry, University of Missouri  
New Chapter Coaching, LLC, Columbia, Missouri



# Housekeeping

- We are recording this!
- Please mute your mic and stay muted unless you would like to make a comment or ask a question.
- Feel free to type questions into the chat box anytime.
  - We'll address these during the Q and A at the end.
- For those joining by phone, you can mute/unmute yourself by hitting “\*6.”

# Power Up Your Pantry

Power Up Your Pantry is a University of Missouri program intended for food pantries and other hunger relief groups looking for ways to enhance their current operations and better meet the needs of the people they serve.

Connect with us!

Grant Writing Community of Practice in early 2020

Website: [foodsecurity.missouri.edu/power-up/](https://foodsecurity.missouri.edu/power-up/)

Facebook: <https://www.facebook.com/powerupyourpantry/>



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# New Chapter Coaching, LLC

Our mission is to build a better world by increasing the effectiveness of nonprofit leaders and the impact of the organization they serve.

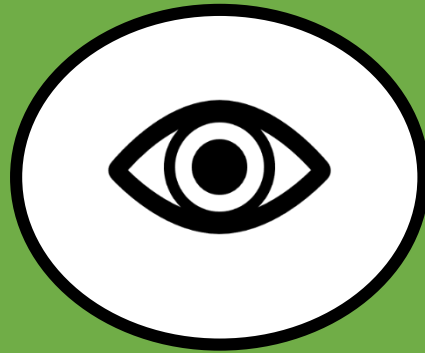
Our core services:

- Leadership Coaching
- Strategic Planning
- Strengths-Based Team Building
- Leadership Roundtables
- Executive Transition Management
- Facilitation of Retreats & Meetings
- Fundraising Assessments & Coaching



Carolyn Sullivan  
President & CEO

# Today's Objectives



Understanding key  
roles and  
responsibilities



Identifying the 9  
components of healthy  
board building cycle



Identifying 3 leading  
governance practices to  
improve performance





# Today's Agenda

## **Module 1: I'm on the board; now what am I supposed to do?**

- ❖ Increasing your understanding of the key roles and responsibilities of board members; how they differ from those of the executive director

## **Module 2: What's the process for getting and keeping a healthy board?**

- ❖ Identifying nine components of healthy board building cycle; how each strengthens your organization

## **Module 3: Three best practices for getting big results out of your board**

- ❖ Identifying three leading governance practices to improve your board's performance and your organization's impact

Let's Get Started!





# Module I: Understanding Roles & Responsibilities

Duties

Roles

Top 10 Basic Responsibilities

Distinctions with Executive

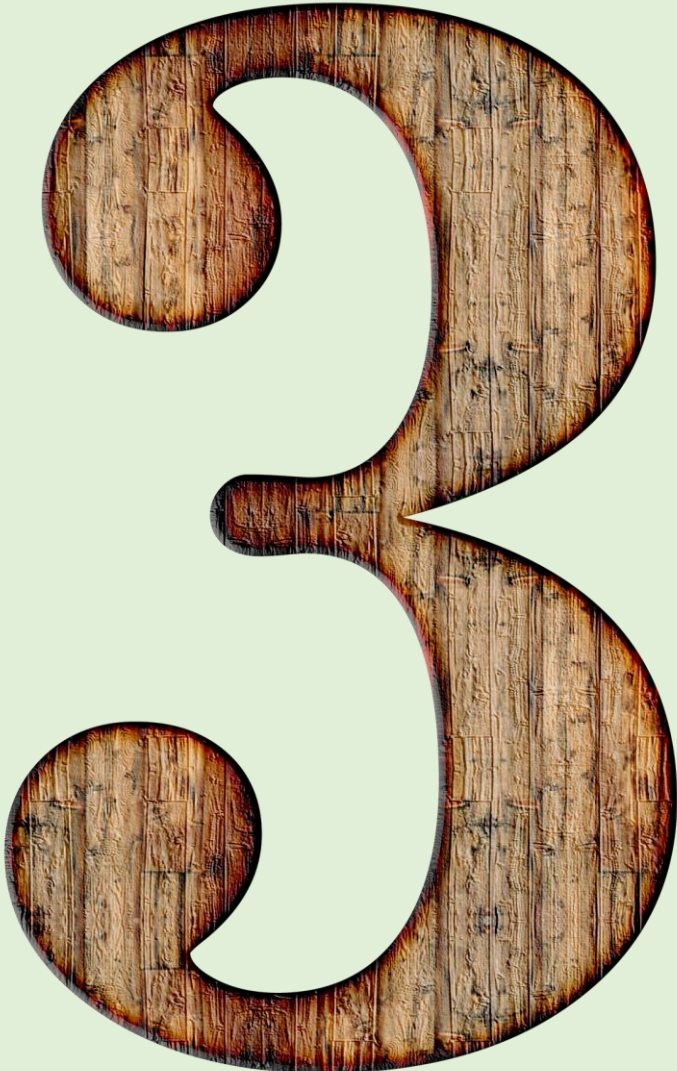


# Board of Directors' Duties



- Duty of Care
- Duty of Loyalty
- Duty of  
Obedience

# Board Member Roles



1. Serve as a link between agency and its stakeholders
2. Set governing policies
3. Monitor agency operations

# Board Roles and Responsibilities

1. Determine mission
2. Select chief executive
3. Support and evaluate chief executive
4. Ensure effective planning
5. Monitor and strengthen programs



# Board Roles and Responsibilities

6. Ensure adequate resources
7. Provide proper fiscal oversight
8. Build a competent board
9. Ensure legal and ethical integrity
10. Enhance agency's public standing



# Comparison with ED Roles and Responsibilities

Board	Executive
Hire and manage ED	Hire and manage rest of staff
Set long-term goals	Implement long-term goals
Approve budget	Develop proposed budget
Recruit new board members as needed	Staff the recruitment process as needed; recommend candidates
Develop and regularly revise mission and vision statements	Work collaboratively with board to develop/revise
Ensure programmatic activities are consistent with mission and long-term goals	Implement programs and services

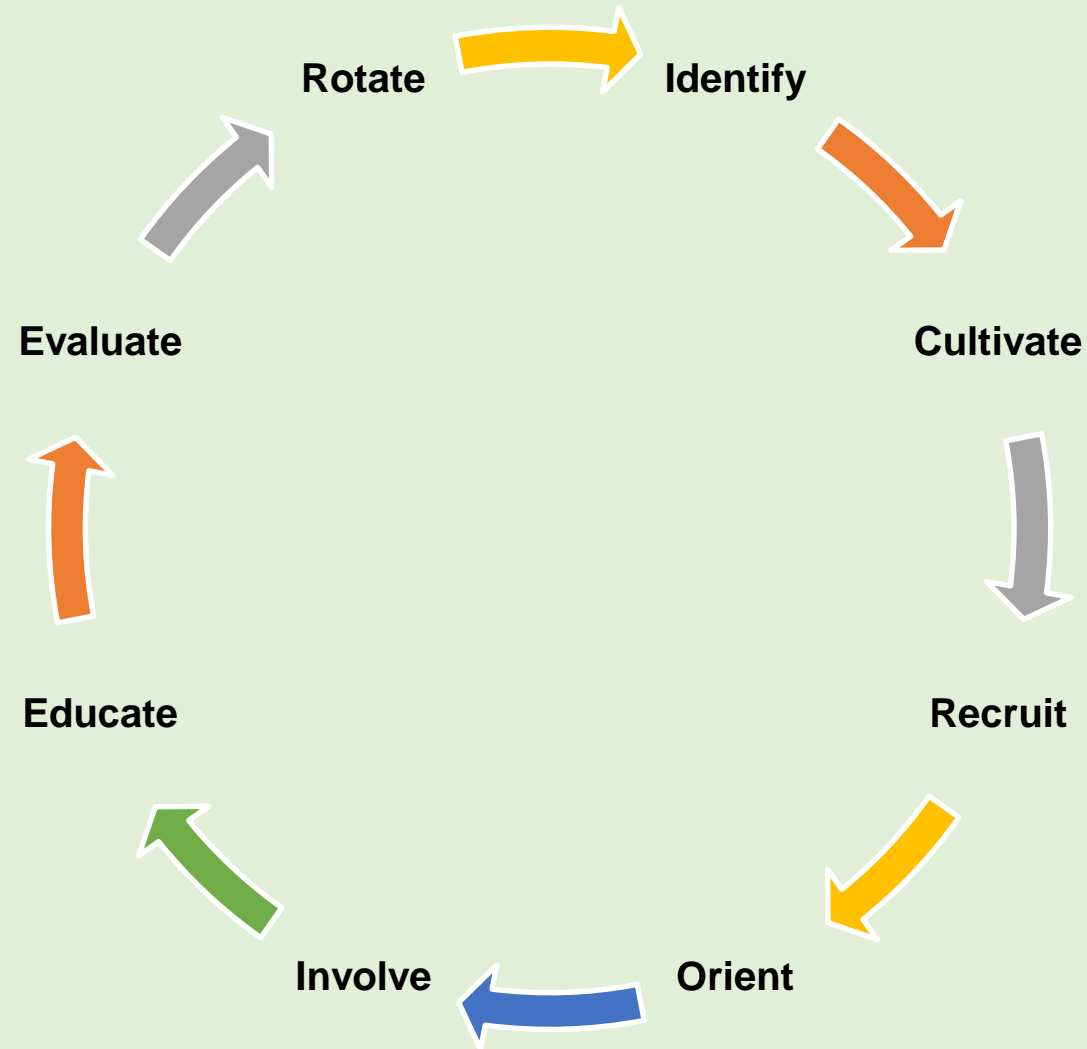
# Comparison with ED Roles and Responsibilities

Responsibility  
Chart for ED  
and  
Board of  
Directors



Field  
Work!

## Module 2: 9 Steps of Board Building Cycle



9. Celebrate!

# Recruitment Do's and Don'ts

## DO

- ✓ Solicit recommendations from the full board and ED
  - ✓ Look at personal characteristics, not just skills and experience
- ✓ Meet them face-to-face
- ✓ Be honest about the commitment

## DON'T

- ❑ Think this is the ED's responsibility!
- ❑ Adopt prospective members without vetting
- ❑ Forget to ask about conflicts
- ❑ Think your board will get great without investment



# Board Recruitment Timeline

## **January: Launch recruitment process**

- Governance Committee finds out which current board members – whose terms are expiring – are willing to renew their terms of service
- Discuss and finalize board matrix with board of directors
- Invite board members to identify potential future board members by completing board member nomination form (**Deadline: \_\_\_\_\_**)

## **February: Generate and research board prospects**

- Governance Committee meets to review board suggestions and board matrix, and to generate additional names
- Research conducted in order to finalize list of prospective board members
- Governance Committee runs names by full board to check for conflicts or other issues

## **March/April: Vet board prospects; Secure slate of officers**

- Governance Committee contacts prospective board members to ascertain interest in serving; arranges time to meet/interview, as necessary
- Governance Committee begins to constitute slate of officers to present to board of directors

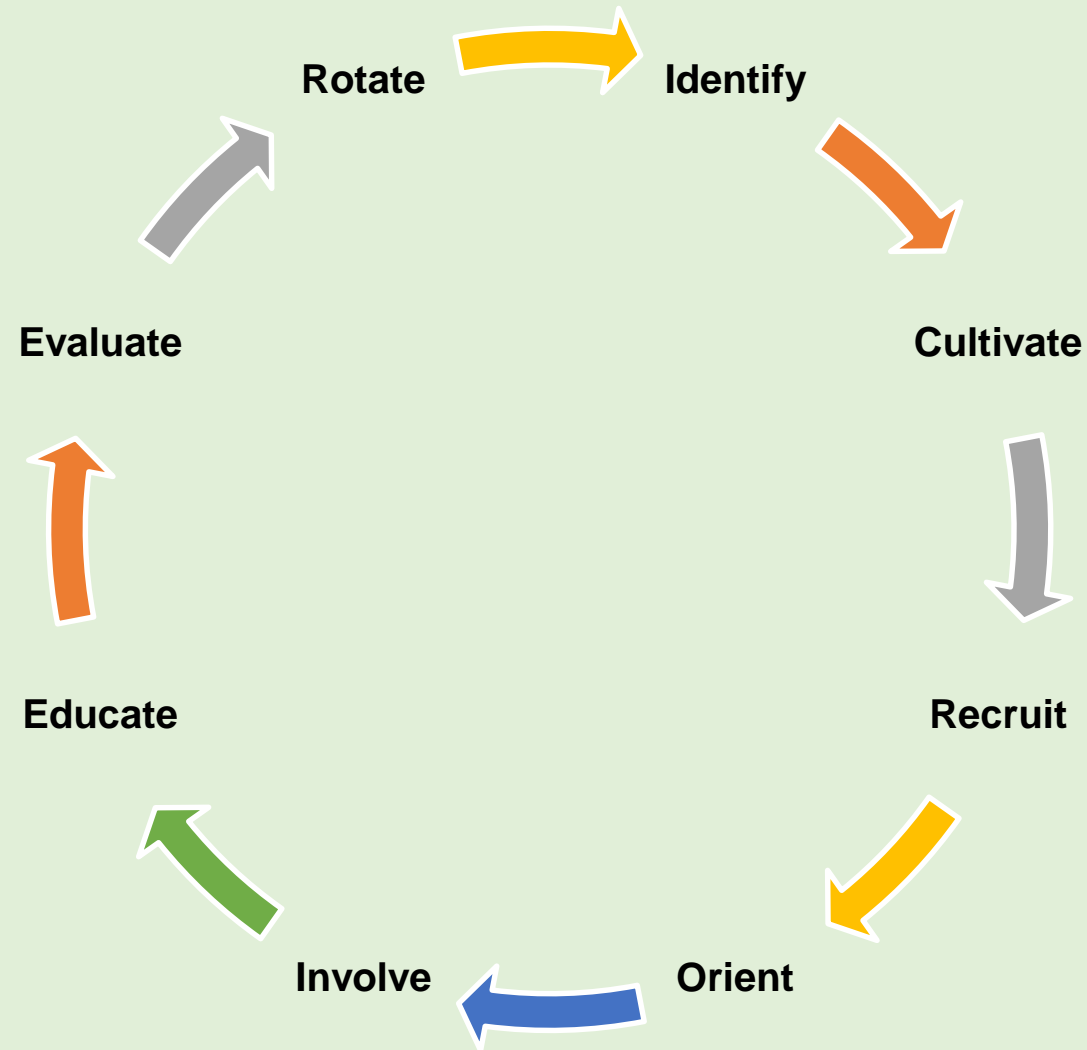
## **April/May: Continue to vet board prospects**

- Governance Committee continues with interviews of prospective board members

## **June: Present slate of board nominees and officers to board**

- Governance Committee presents slate of nominees augmented by nominations from the floor.

# Board Building Cycle: 9 Steps

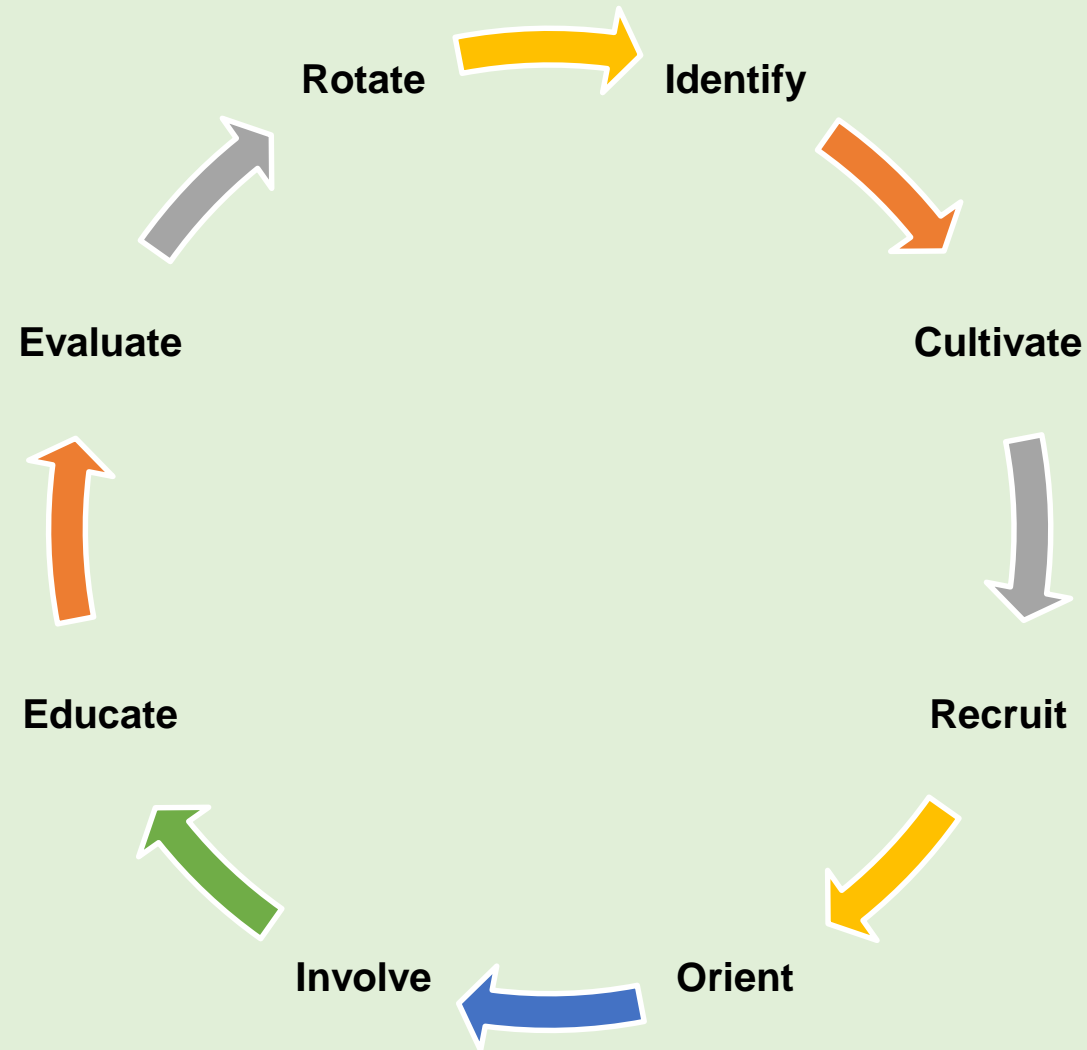


9. Celebrate!

# Board Orientation Agenda

Activity	Presenter	Time
Welcome & Introductions	Board Chair	2 Minutes
Orientation to Board Manual	Board Chair	5 Minutes
Organizational Information <ul style="list-style-type: none"> <li>Review Fact Sheet</li> <li>Review Org Chart</li> </ul>	Executive Director to review mission, history, programs and key staff.	5 Minutes
Board Structure <ul style="list-style-type: none"> <li>Board Members List</li> <li>Committee List</li> </ul>	Board or Governance Committee Chair reviews officers, current members, and committee assignments. New members commits to a committee.	5 Minutes
Roles & Responsibilities <ul style="list-style-type: none"> <li>Duties</li> <li>Roles</li> <li>Responsibilities</li> <li>Code of Ethics</li> </ul>	Board or Governance Committee Chair provides overview of roles & responsibility of the Board vs. those of the Executive Director.	10 Minutes
Board Operations	Board or Governance Committee Chair reviews: bylaws, annual calendar, budget, board approved policies and sample board packet.	10 Minutes
Strategic Plan & Fundraising plan	Board or Governance Committee Chair reviews plans format highlights and key points.	15 Minutes
Next steps	Board or Governance Committee Chair highlights upcoming activities and events.	2 Minutes
Closing Questions	Board Chair	5 Minutes
		60 minutes

# Board Building Cycle: 9 Steps



9. Celebrate!

# ED Reviews: Nine Best Practices

1. Focus on the organization
2. Use qualitative and quantitative
3. Align with job description and strategic plan
4. Make time for serious reflection
5. Have ED do self-evaluation

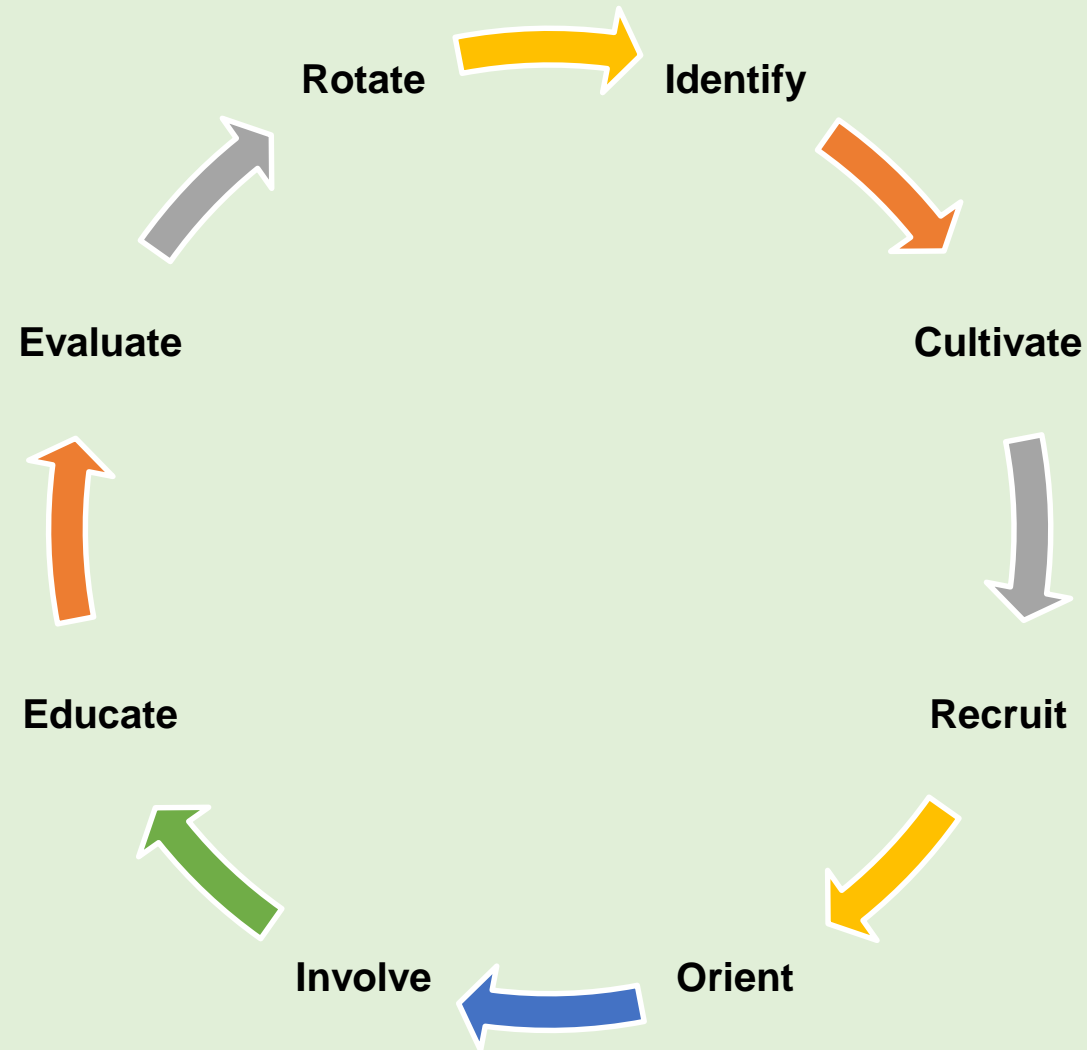


# ED Reviews: 9 Best Practices

6. 360-degree review, when possible
7. Discuss compensation
8. Set new goals (performance & professional development)
9. Review 365 days a year



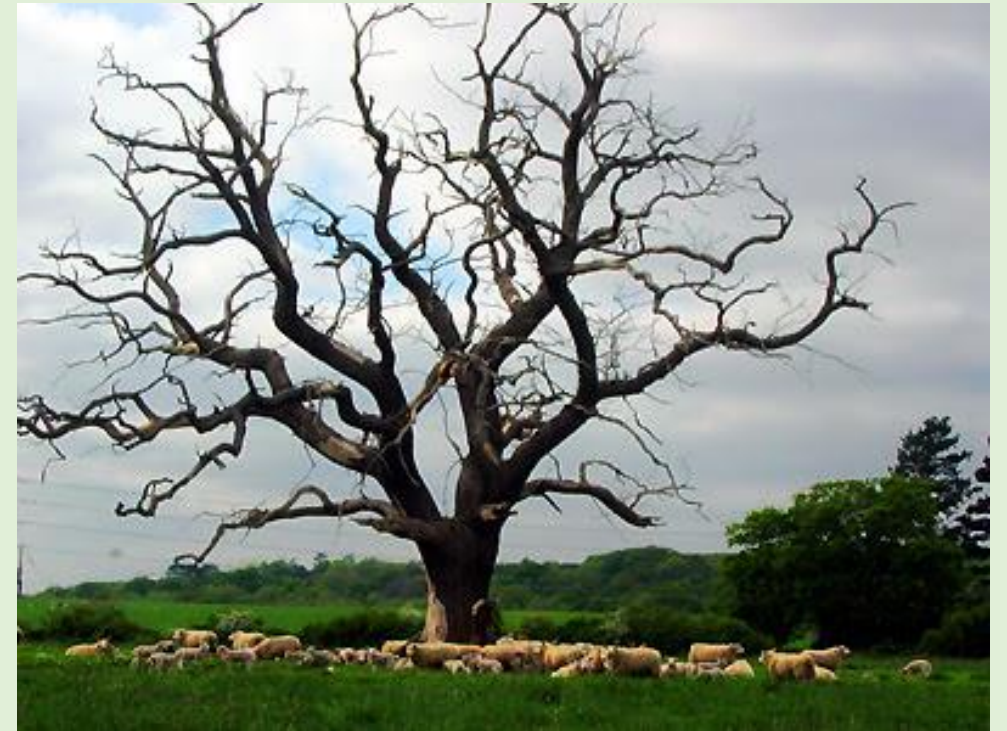
# Board Building Cycle: 9 Steps



9. Celebrate!

# Prune Your Tree

**Your choice!**





## Module 2: 9 Steps of Board Building Cycle

Remember: All board building falls into one of these **three** categories:



### 1. Strategic Recruitment

(Identify, Cultivate, Recruit, Orient)

### 2. Effective Board Engagement

(Orient, Involve, Educate)

### 3. Intentional Revitalization

(Evaluate, Rotate, Celebrate)

# Our Seventh Inning Stretch



## Module 3: 3 Best Practices to Get Big Results

*“Few will have the greatness  
to bend history itself,  
but each of us can work to change  
a small portion of events,  
and in the total of all those acts  
will be written the history of this  
generation.”*

*~ Robert F. Kennedy*



# Module 3: Best Practices to Get Big Results

Practice One:

Constructive Partnership





## Constructive Partnerships: ED and Board Chair

1. Understanding of each other's roles/responsibilities and their interdependence
2. Shared leadership of the organization
3. Cultivation of a trust-based relationship
4. Mutual accountability
5. Ability to have the tough conversations (performance, diversity & inclusion, fundraising, etc.)

## Module 3: 3 Best Practices to Get Big Results



Practice Two:  
Strategic Planning

# Strategic Planning

*The most effective planning processes are...*

1. Systematic
2. Data-Driven
3. Measurable
4. Linked
5. Accountable

- ❖ Every 3 yrs.
- ❖ Board & Staff
- ❖ Facilitated
- ❖ Off-Site
- ❖ At Least a Day

# Module 3: 3 Best Practices to Get Big Results

Practice Three:

Culture of  
Accountability







# Culture of Accountability: 5 Steps

1. Clarify roles
2. Clarify goals/expectations
3. Measure and review results
4. Proactively communicate need for help
5. Constructively address deficiencies in performance

Isn't this what it's all about?



# Resources

- Boardsource: [boardsource.org](http://boardsource.org)
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**BoardSource** envisions a world where every nonprofit organization has the leadership it needs to fulfill its mission and advance the public good.

- Joan Garry – [joangarry.com](http://joangarry.com) (website, book, blog and podcast)



Questions?



## What's Next?

- Keep posted for information about Grant Writing Community of Practice and possible Face-to-Face Meetings in 2020.
- Contact Bill at [McKelveyWA@Missouri.edu](mailto:McKelveyWA@Missouri.edu) or 573-882-4973



# Thank you for joining us!

## **GET INVOLVED**



**LIKE** "POWER UP YOUR PANTRY" ON FACEBOOK.



**DOWNLOAD** "POWER UP YOUR PANTRY" GUIDE SHEETS FOR FREE AT: [FOODSECURITY.MISSOURI.EDU/POWER-UP/](https://foodsecurity.missouri.edu/power-up/)



**CONTACT US** FOR QUESTIONS OR INPUT. WE APPRECIATE THE FEEDBACK!

**BILL MCKELVEY**  
COORDINATOR

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# Bonus Topic: Common Board Issues

Where well-intentioned boards go wrong!

1. Veer off mission to chase funding!
2. Put up with low engagement
3. Conflicts of interest
4. Failure to focus on diversity, equity, and inclusion
5. Micromanage the ED (single quickest way to lose them!)

# Bonus Topic: Common Board Issues

Where well-intentioned boards go wrong!

6. No term limits
7. Failure to cultivate a strong board chair
8. Failure to conduct board self-assessment (every 2-3 yrs)
9. Failure to convene annual retreat
10. Lack of 100% personal contribution rate