



Board Academy

CLOSING DAY

May 15, 2015

"If our hopes of building a better and safer world are to become more than wishful thinking, we will need the engagement of volunteers more than ever."

Kofi Annan



Agenda for the day

- Case Study Presentations
- Bringing About Change
- High-Impact Boards
- Reduced Shakespeare Academy
- Board Fit
- Closing Remarks
- Evaluation



Case Study Presentations



Bringing About Change

High Performing Board

- ❑ Always focused on mission
- ❑ Balances guidance with compliance
- ❑ Clear on strategy
- ❑ Understands and contributes to the finances
- ❑ Embraces diversity
- ❑ Builds networks for organization
- ❑ Communicates well internally and externally
- ❑ Understands when change is needed

Accountability

- In law
- To each other
- To the community we serve

Performance

- How do we know we are doing well?
- How do we learn about ourselves with data, not opinion?

Performance vs. Purpose

- Three main performance problems with boards:
 - 1. group dynamics
 - 2. disengagement
 - 3. ambiguity around roles and responsibilities

Prescriptive

1. Set the strategy
2. Monitor management
3. Select, evaluate, or replace CEO
4. Develop and conserve resources
5. Be a bridge between organization and its community

6. Source: Ryan/Chait/Taylor NPQ January 2013

Purpose

- A board needs to understand its overarching purpose, achieved through sometimes episodic work and sometimes advancing the institution's mission, not the board's wishes.

Horses for Courses

- One size of board evaluation does not fit all
- Form follows function

Detail vs. Big Picture

- Mission and Strategy achievement
- Quality of meetings and discussions
- Attendance and awareness

Expert Resources

- Independent Sector
- CNE
- BoardSource

People who need People

- Human nature can get in the way of great board performance, so we try to create processes that allow us to improve on human nature.
- A bad board can get better, and a good board can get worse.

The Reduced Shakespeare Academy

3 minutes per key learning
3 key takeaways



Personality Dynamics



Strategy & Collaboration



Board Fiscal Responsibility



Structure of the Board



Recruitment & Retention



Resource Development



Bringing About Change

Finding the Right Board Fit

1. Mission that resonates with you
2. Opportunity to add value to the organization and grow individually and professionally

The Promoter

- Generally health board
- Vision for reasonable growth, development, and expansion
- Opportunity to bring your expertise, experience, and/or relationships when you have limited time and energy

Bespoke boards: Find the nonprofit that fits by Alice Korngold

Team Builder

- ❑ Mission and programs are strong
- ❑ Leadership is weak
- ❑ Opportunity to contribute your time and energy to build the board
- ❑ Can be highly rewarding

Bespoke boards: Find the nonprofit that fits by Alice Korngold

Visionary

- Mission and revenue streams need to updated
- Talented leadership
- Opportunity to build on institutional qualities while taking the organization in a new direction
- Opportunity to work with an engaged board and executive leadership to elevate organization to achieve its full potential

Bespoke boards: Find the nonprofit that fits by Alice Korngold

Turnaround Artist

- ❑ Mission and revenue streams are outdated
- ❑ Dysfunctional leadership
- ❑ Opportunity to revitalize, rebuild
- ❑ Need entrepreneurial spirit

Bespoke boards: Find the nonprofit that fits by Alice Korngold

Which Are You?

- **Promoter**
 - ▣ Bring expertise, experience to an organization on an upward trajectory
- **Team Builder**
 - ▣ Build stronger leadership
- **Visionary**
 - ▣ Help leadership to envision a more relevant mission and revenue model
- **Turnaround Artist**
 - ▣ Rebuild the board and/or the organization



Go forth and govern