

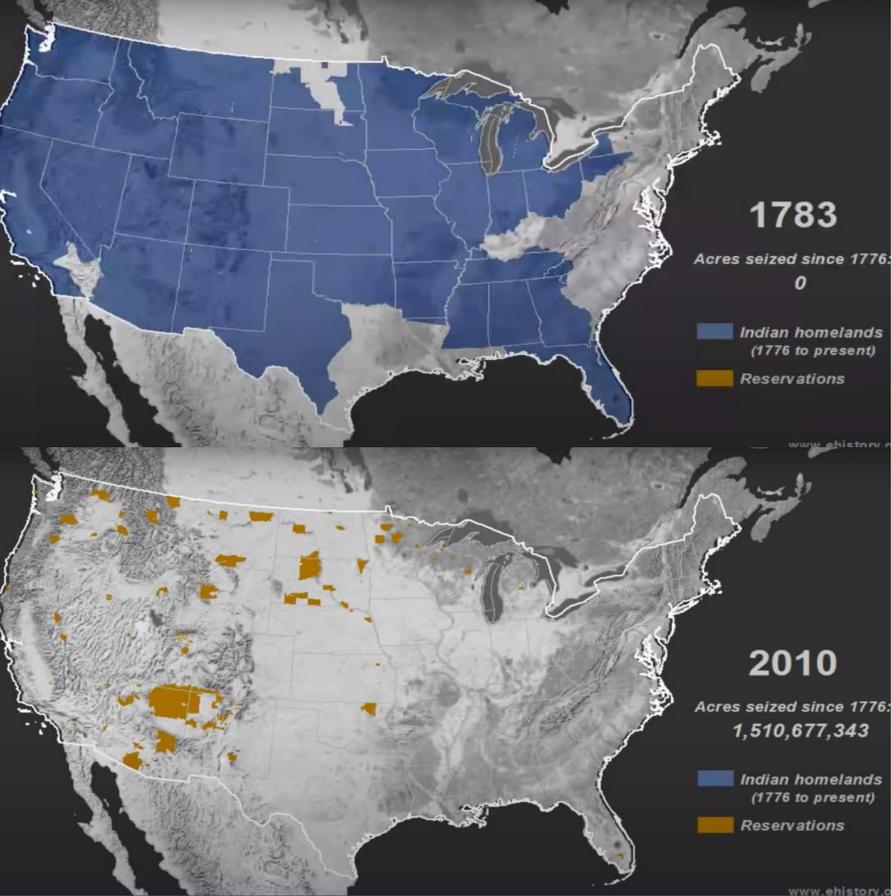


Presented By:

Maria Martens
Yanira Guzmán



Nonprofit Board Essentials



Land Acknowledgment

Past, Present, and Future Outlook



“We are still America. We know the rumors of our demise. We spit them out.”

-Joy Harjo, *An American Sunrise*

Poet Laureate, musician, playwright, and author

Native Governance Center





CEN

Center for Excellence in Nonprofits

Our mission is to improve the long-term sustainability of nonprofit leaders and organizations by offering the highest quality programs, consultation, training and community-building networks.





I

Inclusion

D

Diversity

E

Equity

A

Access

L

Liberation



CEN

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Ice Breaker

1. What draws you to board service?
2. What is your biggest concern about becoming a board member?



Objectives

- 1** Understand the roles and responsibilities of nonprofit boards and individual board members.

- 2** Recognize characteristics of well-run boards.

- 3** Explore how you might contribute.

Working Boards

Tend to actively facilitate the hands-on work of the program.

Many start up organizations begin with the working board.



Fundraising Boards

Actively engage & support the resource development.

- Boards - as a group - should understand & help create the vision for resource development strategies.
- Boards monitor progress against fund development plans.



The Board vs. Board Members



GOVERNANCE	SUPPORT
Board acts as one body	Board members act as individuals
Staff acts under direction of Board	Board acts under direction of staff
Legal oversight	Acting as ambassadors
Policies	Volunteering
Financial oversight	Fundraising
Efficiency and Impact	Giving advice

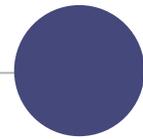
The Board

- Setting Organizational Direction
- Ensuring Necessary Resources
- Providing Oversight

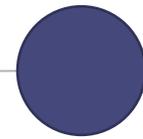
Individual Board Members

- Duty of Care
- Duty of Loyalty
- Duty of Obedience
- Ambassadors for the Organization
- Volunteers for the Organization

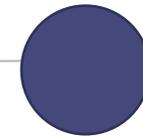
Responsibilities of Individual Board Members



Actively
participate



Promote
the
organization



Be
informed



Safeguard
ethics and
values

Three “Hats” Board Members Wear



Ambassador Hat



Volunteer Hat



Legal Hat

Legal: The Three Duties



Duty of Care: Use your best judgement, actively participate

Duty of Loyalty: Avoid conflicts of interests for the good of the organization

Duty of Obedience: Stay true to the mission, obey the law, act ethically



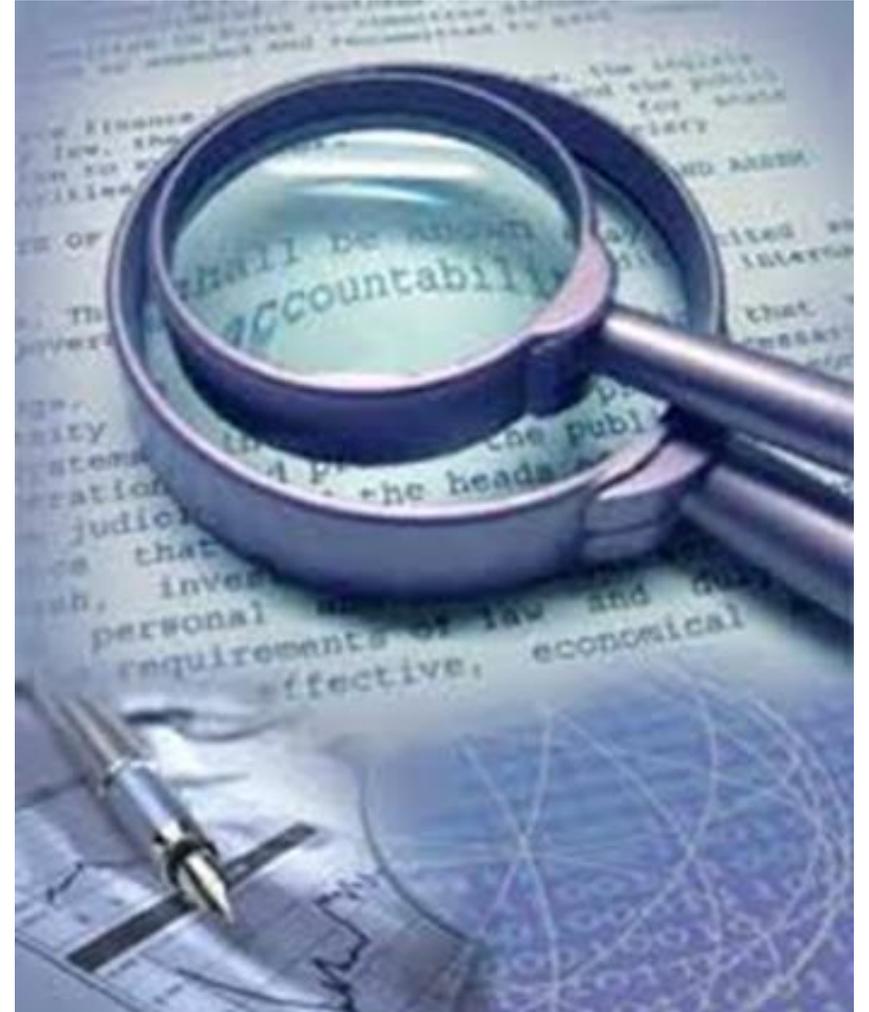
Board Role #1: Set Organizational Direction

- Developing & maintaining a focus on mission
- Philosophical & strategic (long-term) planning
- Not necessarily tactical (annual) planning



Board Role #2: Provide Oversight

- Program
- Financial
- Risk management
- Legal & moral oversight
- Evaluation of Chief Executive
- Evaluation of the Board



Oversight Discussion



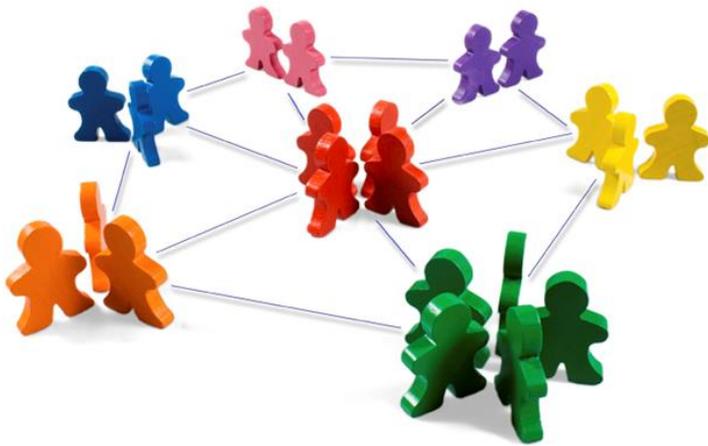
1. How might a board evaluate the quality of the organization's programs?
2. How might the board evaluate the chief executive?
3. What could you do to evaluate & continuously improve the quality of the board?

Board Role #3: Ensure Resources



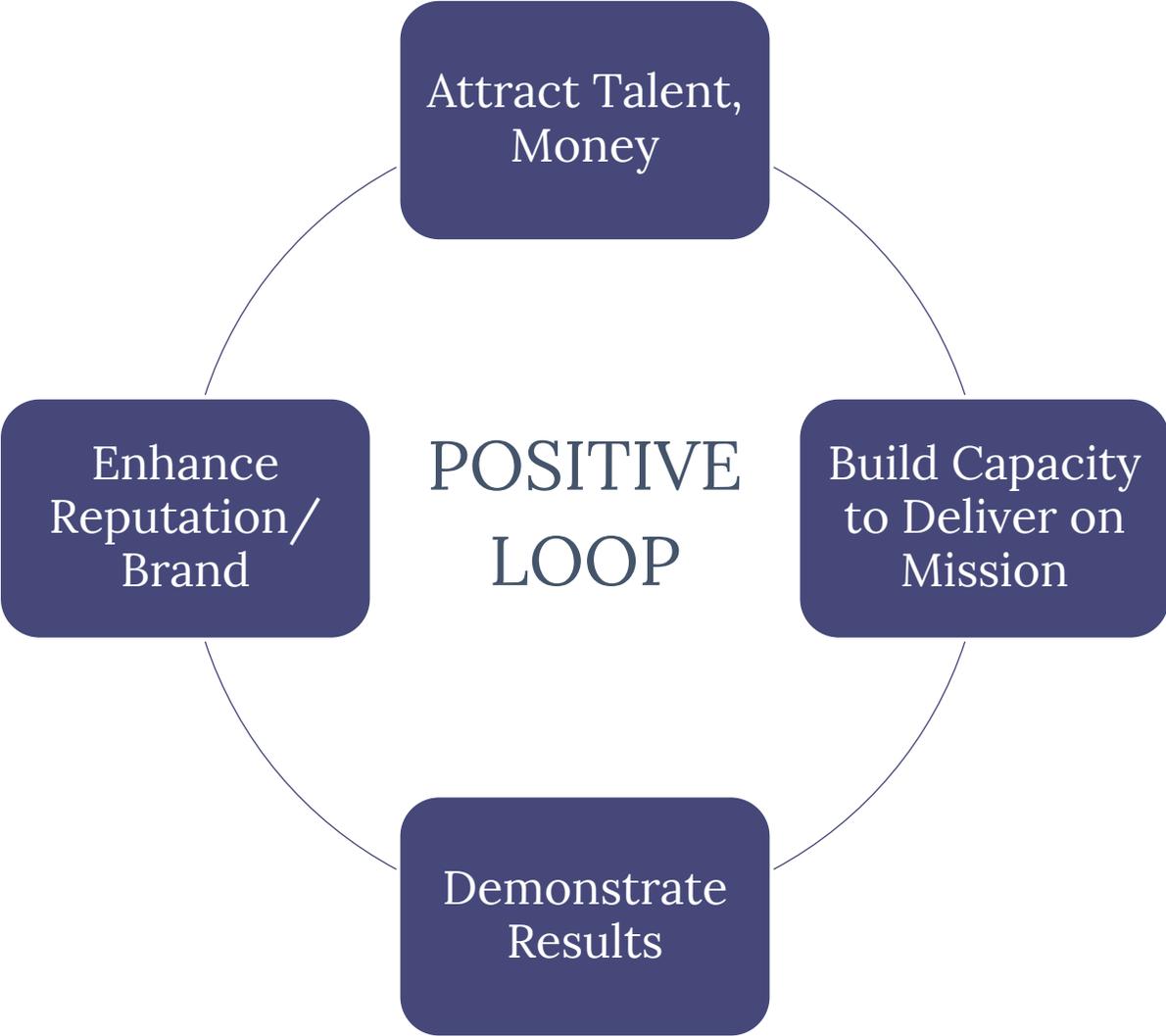
- Identify resources needed
- Establish policies for how these resources will be acquired
- Determine how board members will participate in resource development

Board Role #3: Ensure Resources with a Positive Public Image

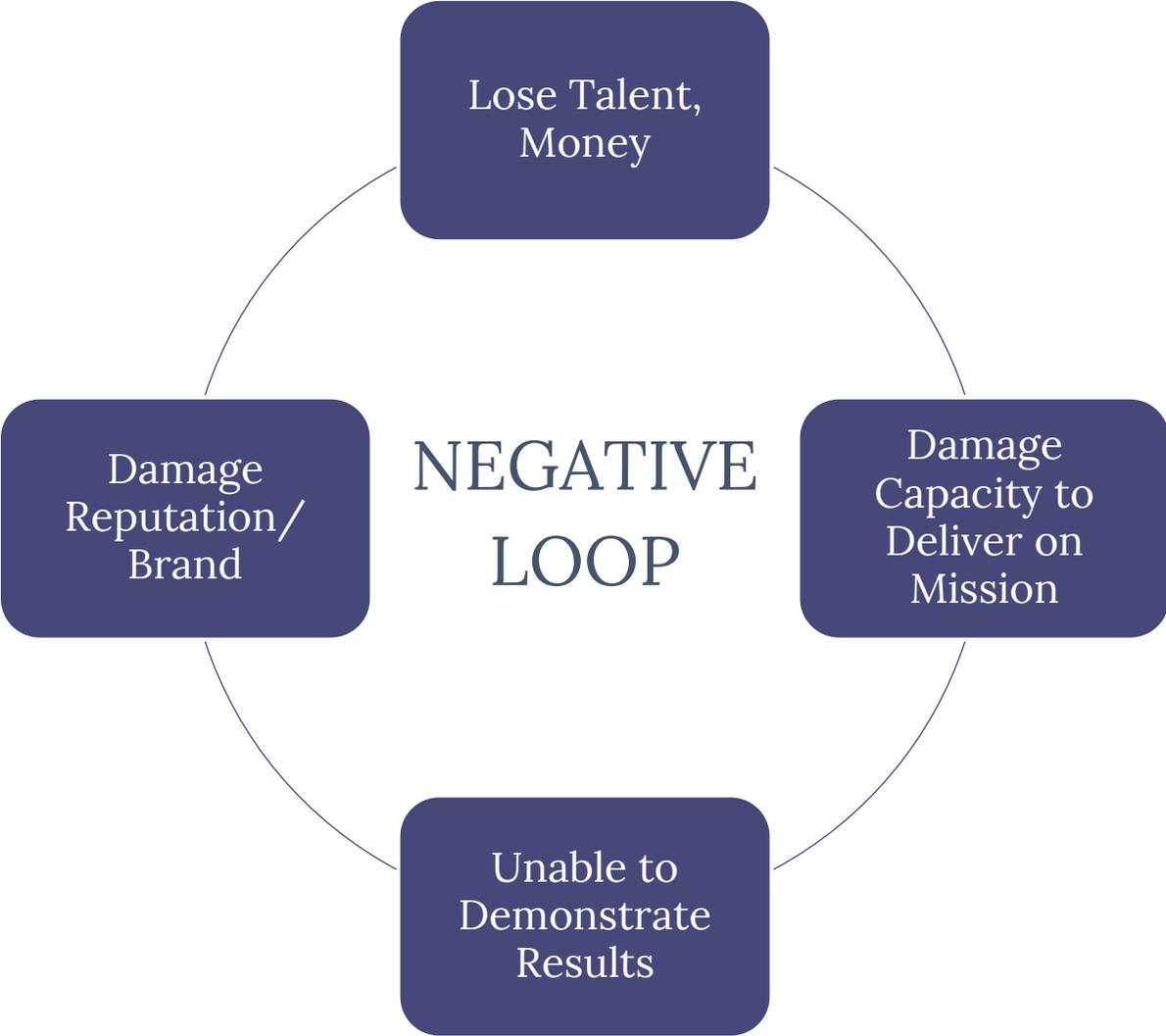


- Accurate image & positive reputation will influence organizational resources
- Success depends on external relationships
- Board needs to ascertain that stakeholders are kept informed

Momentum Building Cycle



Momentum Building Cycle



Board Role #3: Ensure Adequate Financial Resources



- The full board participates in various ways:
- Contribute financially
- Help develop a fundraising plan
- Support the organization's solicitation efforts
- It's always the board's responsibility to ensure adequate resources for the organization to remain financially viable

Individual Board Member Participation in Fundraising

- Meaningful contribution (give/get)
- Identify, evaluate, & cultivate prospects
- Made introductions
- Organize & attend special events
- Attend face-to-face solicitations
- Write or sign appeal letters
- Thank donors



Why 100% Board Giving?

- Demonstrates personal commitment
- Gives board members confidence to ask others to give
- Encourages other funders to give
- Creates board member “ownership”



Contribute to Fundraising



What are you willing to undertake to assist in the fundraising process?



Board Role #3: Ensure Human Resources

Board has 2 management responsibilities:

- Manage the CEO
 - Select – Support – Evaluate
- Manage themselves



Overview: Shared Leadership

Board Leads

Shares values through policies that put mission into action

Hires, supports, assesses the ED

Opens funding resources in community

Oversees financial due diligence

Recruits and retains new board members

ED Leads

Develops/proposes policy questions

Hires, supervises, and motivates staff

Develops and implements programs

Board/ED Shares Leadership

Strategic plan

Fundraising plan and strategies

Evaluations

Prepare for board meetings

Characteristics of an Effective Board-Executive Partnership

Shared understanding of mission

Clear roles and responsibilities

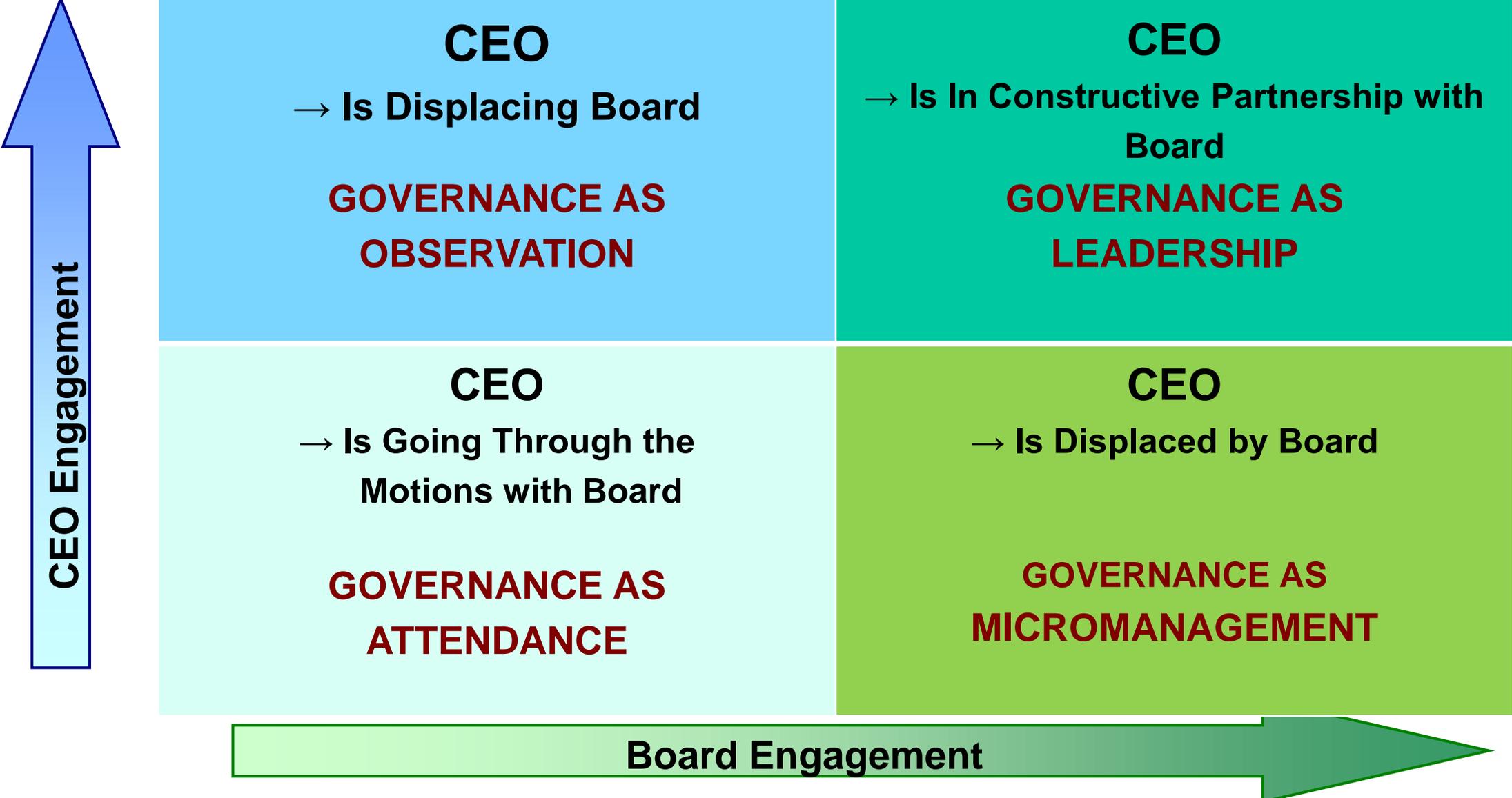
Open and honest communication

Mutual respect

Two-way evaluation



Ensure CEO and Board Engagement



Building a High-Performing Board: Identify Board Needs

1

Perform a Board
needs assessment

2

Identify skills,
knowledge,
perspectives, &
connections
needed

3

Identify sources of
board members
with the desired
characteristics



Activity

- What would the make up an ideal board look like for these organizations?
 - Housing services
 - Local food bank
 - Theater company
 - SF Bay environmental organization



Building a High-Performing Board: Cultivate and Recruit Prospects

1

Describe why a prospective board member is wanted & needed

2

Explain expectations & responsibilities & don't minimize requirements

3

Invite questions, elicit interests, & find out if they're prepared to serve

4

Recruit a diverse board



Leading With Intent Key Finding: Board Diversity

1. **Boards may be getting slightly more diverse, but they are far from representing the communities they serve.**
2. **Board recruitment practices are not aligned with diversity goals.**
3. **Boards that include people of color are more likely to have adopted diversity, equity, and inclusion practices than boards that do not include people of color.**



Building a High-Performing Board: Orient New Members

To the organization:

- History
- Programs
- Pressing issues
- Finances
- Facilities
- Structure (org. chart)

To the board:

- Committee structure
- Board member responsibilities
- List of board members & key staff
- Bylaws
- Recent minutes



Building a High-Performing Board: Get Them Involved

- Discover board member interests & availability
- Involve them in *committees* or task forces
- Assign them a board “buddy”
- Solicit feedback
- Hold everyone accountable
- Express appreciation



Building a High-Performing Board: Educate Them

1

Provide information on mission & services

2

Explore issues facing the organization

3

Encourage development activities through retreats, seminars, & workshops

4

Don't hide challenges



Building a High-Performing Board: Rotate Board Members

1

Establish term limits (and enforce them!)

2

Do not automatically re-elect; consider the board's needs & the member's performance

3

Explore the advisability of resigning with members who are not active

4

Continually develop new leadership



Activity

1. Are you ready to serve on a nonprofit board?





Takeaways



Stay Connected with Us!

Be sure to view CEN's
monthly newsletter for news,
resources, and upcoming
programs and events



information@cen.org



Colsaria Henderson
Colsaria@cen.org



Arthur Barinque
Arthur@cen.org



Azha Simmons
Azha@cen.org



Maria Carmela Martens
Maria@cen.org



Yanira Guzmán
Yanira@cen.org

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