

# Nonprofit Board Development

---

**BDCC 11/15/23**

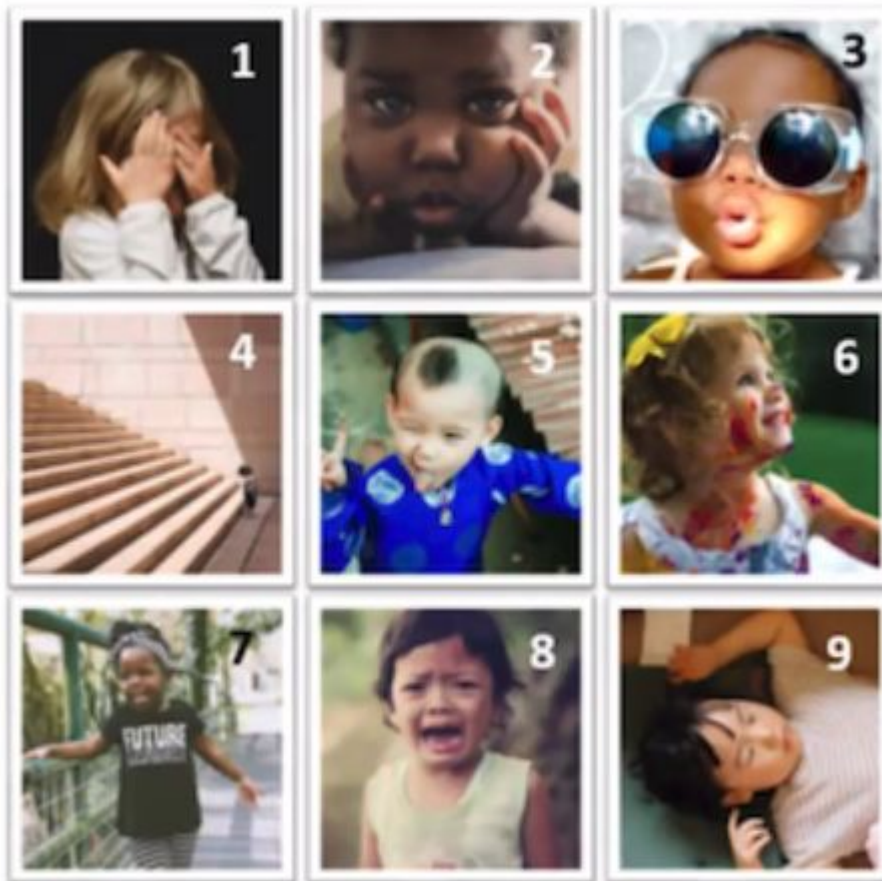


# Introductions

— — —

Share in the chat:

One a scale of toddler, how are you feeling today about board governance and why?



# Our Work Together

— — —

- Role of a board
- Board recruitment
- Board evaluation

# 01 ROLES & RESPONSIBILITIES

# Why have a board?

>> It's a requirement for nonprofits

# Core Legal Duties

— — —



## DUTY OF CARE

Board members should fulfill their roles to the best of their abilities. This means proactively participating and communicating.



## DUTY OF LOYALTY

All activities should be done in the best interest of the organization, not in the best interest of individual board members.



## DUTY OF OBEDIENCE

The board should follow organizational rules as defined in the nonprofit's governance documents.

# Top Ten Board Responsibilities

— — —

1. Determine mission and purpose
2. Select the chief executive
3. Support and evaluate the chief executive
4. Ensure effective planning
5. Monitor and strengthen programs and services
6. Ensure adequate financial resources
7. Protect assets and provide proper financial oversight
8. Build a competent board
9. Ensure legal and ethical integrity
10. Enhance the organization's public standing

# CHECKLIST

## of Board Roles and Responsibilities

Basic board roles and responsibilities are the foundation for a successful board. BoardSource has designed this checklist so you can quickly remind yourself of your key responsibilities. It's also a great board orientation tool! Can you check all the boxes?

### ESTABLISHING IDENTITY AND DIRECTION

- Has the board adopted or revised a strategic plan or defined a strategic direction for the organization within the past three years?
- Does the board ensure that the organization's mission, vision, and values are reflected in the organization's programs?
- Are the organization's strategic priorities adequately reflected in the annual budget?

### ENSURING THE NECESSARY RESOURCES

- Has the board adopted policies related to funds to be pursued and/or accepted in support of the mission?
- Does the board expect all its members to be active participants in fundraising efforts?
- Does the board's composition reflect the strategic needs of the organization?
- Is the board confident that the chief executive's skills and other qualities represent a good match for the organization's strategic needs?
- Does the board seek and review information related to the organization's reputation?

### PROVIDING OVERSIGHT

- Does the board contract with an outside auditor for the annual audit?
- Does the organization have up-to-date risk management policies and plans?
- Does the board monitor progress toward achievement of goals related to the organization's programs?
- Does the board have a clear understanding of the organization's financial health?
- Does the chief executive receive an annual performance review by the board?
- Are all board members familiar with the chief executive's compensation package?

### BOARD OPERATIONS

- Does the board regularly assess its own performance?
- Are organizational and board policies regularly reviewed?
- Do committees and task forces actively engage board members in the work of the board?
- Do board meeting agendas focus the board's attention on issues of strategic importance?
- Do board members have easy access to information needed for effective decision making?

Source: [Nonprofit Board Fundamentals](#)

Assess your organization  
with this [tool](#)

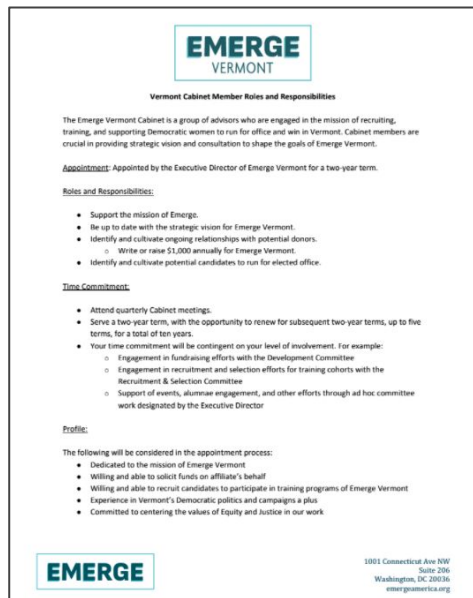


# Considerations

— — —

- What's the right size board for your organization?
- Which Officer roles will you have?
- How often you meet?
- Will you have committees & which ones?
- How will you make decisions?
- What are your group agreements?
- How will you keep board members engaged and having fun?
- Do you have fundraising expectations?
- Do you provide compensation?

# Document Expectations in a Job Description



Sample [here](#).

# 5 Common Challenges

— — —

1. Micromanage staff and get caught up in operational details
2. Board turnover issues
3. Avoid the hard questions at meetings
4. Lack of financial oversight
5. Failure to cultivate board diversity

# 02 BOARD RECRUITMENT

What makes a good board member?

# 5 Questions on Board Diversity

- 1 Is our organization's reputation being negatively (or positively) impacted by our board's current composition vis-à-vis diversity?
- 2 If someone were to make assumptions about our organizational values based on our board composition, what would they be likely to think?
- 3 How well are we cultivating a deeper understanding of the community or communities that we serve and bringing their perspectives, needs, feedback, and priorities into our strategic boardroom discussions?
- 4 Are we ever at risk of making decisions without fully understanding how these decisions may affect those we serve?
- 5 If we were to make a deeper commitment to diversity, inclusion, and equity, what would that mean for our mission, our work, and the people we serve?

# Who are Your Stakeholders?

---



\_\_\_\_\_

here

[illegible]



# Tips for Recruiting Board Members

— — —

1. Publicize the process (on website, social, linkedIn, etc)
2. Ask program participants for recommendations and introductions
3. Focus on relationship building
4. Deep networking with community organizations
5. Hire a board search firm or consultant

**The process is as important  
as the product**

# Onboarding New Members

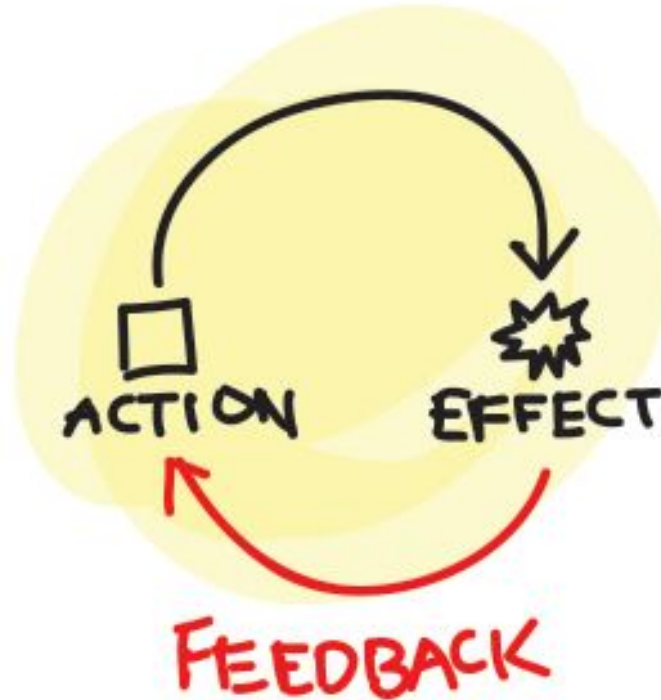
— — —

1. Host an orientation event
2. Have a board member manual
3. Use name tags
4. Have a buddy system
5. Hold an annual “day in the office”
6. Board retreat

# 03 BOARD EVALUATION

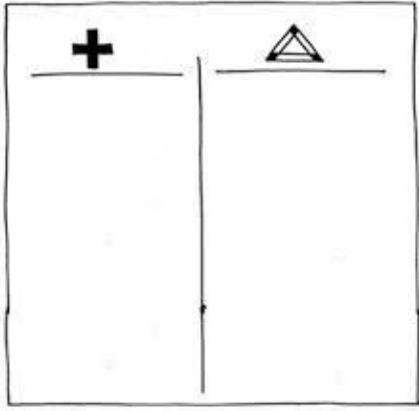
# Continuous Improvement through Feedback

---



# Tools for Gathering Feedback

— — —

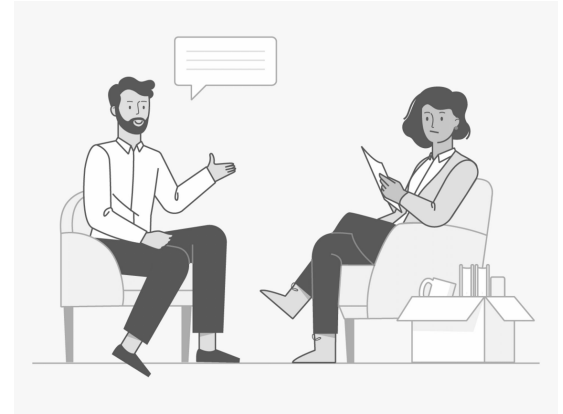


Plus/Delta



Self Evaluation

[Sample here](#)



Exit Interviews

[Sample here](#)

# Summary

— — —

- Board members have **three core legal duties**
- **A position description** sets clear expectations for roles & responsibilities
- **Board composition** effects organizational performance, a matrix can help ID gaps
- Intentional **recruitment & onboarding practices** can help attract quality board candidates
- **Gathering feedback** is important for continuous improvement

# Additional Resources

— — —

- [BoardSource](#)
- [National Council of Nonprofits](#)
- Andy Robinson's books:
  - [What Every Board Member Needs to Know, Do, and Avoid](#)
  - [Train Your Board \(and Everyone Else\) to Raise Money](#)
  - [The Board Member's Easier Than You Think Guide to Nonprofit Finances](#)



Questions? Feedback?

What's one thing you're taking away from this session?

# Thank you!

Katherine Sims  
ks@katherinesims.org



SIMS CONSULTING

- Coaching
- Board & Staff Training
- Meeting Facilitation

