

BOARD LEADERSHIP TRAINING

Basic Boardsmanship 101



The **Board** Resource Center
Making Complex Ideas SimpleSM

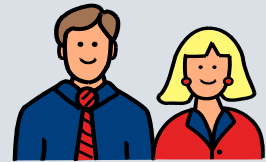
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BOARD BASICS



Board members are responsible for making policies for the organization

Human Resources



Planning



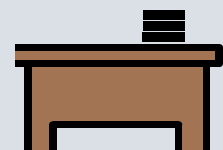
Money and Budgets



Community Relations



Organizational Operations



BOARD BASICS



Human Resources



Board membership, executive director's job and evaluation, personnel policies, volunteer involvement

Planning



Organization's mission and goals; planning for the future; deciding on services and management needs

Money and Budgets



Financial accountability; developing and overseeing budgets; raising money/making sure there is enough money to support services

Community Relations



Programs and services that meet community needs; public relations; community partnerships

Organizational Operations



Effective ways to guide the organization; make sure the board is; Make sure the organization and board obey laws



Relationship Between the Board and Executive Director

- The Board serves as the employer of the executive director.
- Employing and evaluating the executive director is an important responsibility.
- Relationships between the board president and executive director are key to the organization's success.

Key Points

- An executive director is the person who has a “group” employer, since the board is legally accountable for all areas of the organization.
- The executive director is often employed longer than the term of a board president. Executive directors may have a new “boss” every year or two.
- Board presidents are chosen because they have demonstrated commitment to the organization and have strong leadership qualities.

Communication between board and staff must go through the executive director.



The Role of the Board of Directors is to -

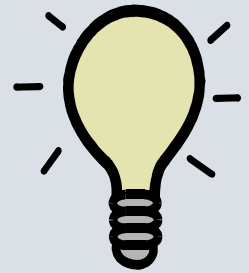
1. Establish and/or approve policy.
2. Guarantee that policy is being implemented.
3. Review policy from time to time.

It is important for boards to review policies and be willing to make changes necessary to reflect the needs of the community and follow the law.

A policy is a specific direction or plan of action to guide present and future decisions.



Policies regulate the operations and direction of the organization.



Policies guide present and future decisions



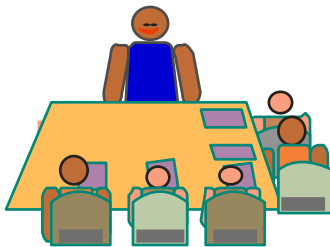
1. Financial Management

Take care of the organization's money



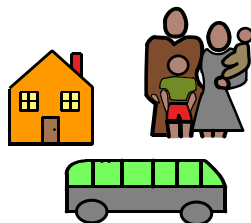
2. Leadership

Make sure the organization follows its mission and provides services the community needs

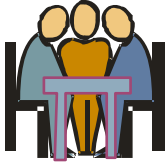


3. Quality Services

Maintain quality services regardless of the amount of money



BOARD BASICS



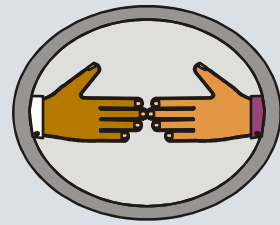
Boards of nonprofit organizations protect the public's funds and ensure policies are consistent with the law.

Boards are responsible for financial management, operations and developing meaningful programs and services.

All members should:

1. Be aware of important events in the organization.
2. Stay informed about the community the organization serves.
3. Ask questions.
4. Review materials provided by the board.
5. Attend board training sessions.
6. Be aware of changing or new laws that impact the organization.

GOOD PRACTICES



Members need to have accurate and complete information to make "informed decisions"

IMPORTANT DOCUMENTS



Mission

Organization's statement of purpose



U.S. Tax Exempt Status

Legal category that allows fundraising and no payment of corporate taxes



Articles of Incorporation

States basics about the organization



By-Laws

Rules about how the organization operates.



Policies and Procedures

Ways that the organization's business gets done.



KEEPING INFORMED



Keeping up with information



- **Current Board Members**

Committee assignments
Important issues confronting committees



- **Current Staff**

Organization chart
Staff responsibilities
Upcoming issues



- **Organizational Documents**

Charter – Articles of Incorporation
Bylaws and updates
Non-profit status



- **Financial Documents**

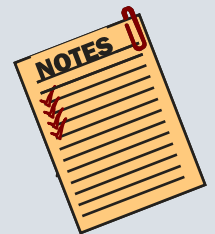
Most recent audit
Ongoing financial reports



- **Funding Reports**

Recent reports to any funder
List of agency funders
Annual performance requirements

Information that all board members should know about the organization.



KEEPING INFORMED

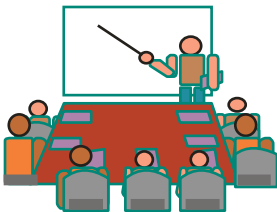


Keeping up with information



• Operations

- Updated personnel policies
- Operating manuals
- Written policies
- Current services and programs
- Special projects
- Special reports made by the organization



• Board Operations

- Minutes of recent board meetings
- Committee and task force meeting reports
- Current public releases about the organization
- Legislation that can impact the organization

COMMITTEES



Purpose



- Divide the workload of the Board
- Develop or use the expertise of members
- Make decisions between board meetings
- Research new ideas and recommendations
- Evaluate programs, finances or other issues directed by the board or president
- Assist with identifying new board members

Organization

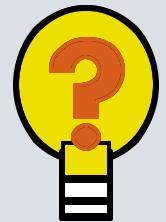


- Permanent (**standing**) or temporary (**ad hoc**)
- Attended by:
 - Board members
 - Staff members
 - Interested people from the community
- Large enough to carry out the assigned work with sharing the responsibilities, and small enough for input and discussion

(From 5 to 9 members, 7 are considered ideal)



A Committee is a group of persons selected to consider a question or problem



Committees can research opportunities and report back to the Board

USING RULES

Successful Boards use Rules

They ...

Follow the **By-Laws** to guide their decisions

Have **Officers** lead the meetings and the work.

Provide members with **board packets** before meetings so they are prepared to make decisions and discuss issues

Use an **agenda** to guide the meeting

Use **problem solving techniques** for board work

Use meeting rules to conduct meeting business and make decisions

Use **committees** for planning and special tasks

Take **minutes** to record discussions and decisions.

VOTING



Robert's Rules

