



CONSENSUS FOCUSED FACILITATION

CERTIFIED MASTER FACILITATOR™
CERTIFIED VIRTUAL FACILITATOR™
SMALL TO HUGE, IN PERSON TO HYBRID
OUTCOME CENTERED



INCLUSIVE COMMUNITY ENGAGEMENT

UNIQUE AND INNOVATIVE
OUTREACH METHODS
GRAPHIC DESIGN
SOCIAL MEDIA AND
COMMUNICATION TOOLS
STRATEGIC SURVEYS

RESULTS BASED STRATEGIC PLANNING

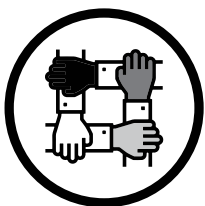
VISION, MISSION,
CORE VALUES,
GUIDING PRINCIPLES,
KEY AREAS OF FOCUS,
GOALS AND OBJECTIVES
ACTION/IMPLEMENTATION
PLANS, PERFORMANCE
MEASUREMENT
DASHBOARDING

SBRAND SOLUTIONS AREAS OF EXPERTISE



SYSTEMATIC ORGANIZATIONAL ASSESSMENTS

ENVIRONMENTAL SCAN
INDUSTRY BEST PRACTICES
TRENDS AND FUTURE THINKING
CRITICAL SUCCESS FACTORS



COLLABORATIVE TEAM DEVELOPMENT

ASSESSMENT TOOLS
BOARD DEVELOPMENT
FACILITATION SKILLS TRAINING
DIVERSITY, EQUITY AND INCLUSION TRAINING

Strategic. Sustainable. Success.

Best Practices

Everything you needed to know, all in one place! This is the whole list of Best Practices that is also scattered throughout the Manual. It's not just a checklist - it also gives actionable ideas to put those Best Practices into place and take some action!

Best Practices: Board Governance	Ideas for Action
Board sets policy and direction	Don't micromanage your Executive Director and stay out of the personnel issues with staff!
Board composition reflects the community and the customers: skills, background, education, experience	Complete that Board Assessment annually (as you set the next year's Strategic Plan and Work Plan). That will help you identify "gaps" in your Board.
Meets at least quarterly	Most Boards meet monthly - but a lot of my Boards meet via Skype, or conference all where they share information.
Have a multiyear planning process	Even if you don't have a long-range Strategic Plan, focus on more than the next year. Think about Board members, funding, and projects!
Establish sub committees as needed	Define a clear purpose, task, timeline, Chair, and members for each committee
Understand Vision and Mission	This is the bare minimum: for every Board member to be able to explain the Vision and Mission to an 8 th grader
100% of the Board contributes financially (at some level)	It can be as low as \$25, but it shows the full support of the Board (and is often a requirement for funders)
Solicit feedback and input	Use an annual survey tool for your community and clients.

Board Manual provided and updated	Every Board member should have a 3-ring binder with the important documents.
Actively solicit feedback from the community	Surveys, phone calls, annual meetings
Develop a Community Partnership Plan to build relationships and leverage resources	You can use the Community Partnerships Toolkit for help
Nametags for Board members	It just makes sense!
Tell Your Story	It can be just the Elevator Speech, or a more in-depth Story
Serve as Champions for the Mission and Advocates for the Agency	Speak at various functions and meetings with videos and handouts

Best Practices: Board Recruitment	Ideas for Action
Identify gaps on the Board (roles, experience, service)	Complete Board Assessment
Establish committee for recruitment	Can be a once-a-year committee
Celebrate your new Board members	Press releases, have them write a guest Facebook post
Onboarding program and buddy system set up for new Board members	Assign a coffee buddy
Set expectations	Use a document (like a commitment letter or contract) that includes a minimum that board members are expected to know and contribute.
Board contract/agreement	Make it unique to your needs
Keep an ongoing list of potential Board members that you are thinking of adding to your team	Recruiters identify viable candidates using their networks, volunteers, donors, community leaders, business leaders, non-

	profit matchmakers, and through existing board member networks.
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Best Practices: Policies	Ideas for Action
By laws	Review what you have - does it still apply?
Financial Policies	Not required, but helpful
Conflict of Interest Statement	Absolutely - use the template in the Appendices
Ethics Statement	Hand in hand with conflict
MOU's or agreements with partners	If you have partners that support and/or fund you, have something in writing.
Audit	Find out if you are required to have one.
Annual Tax Filing	If you are a nonprofit or receive funds - do this always.
Equal opportunity statement	If you have paid personnel, make sure you have good legal advice about personnel policies
Secretary of State filing (annual)	Cheap and quick to do
IRS Form 990 signed and filed	Talk to your tax advisor
Liability Insurance	Don't skip this
Worker's compensation insurance	If you have employees, many states require this insurance.
Directors and officer's insurance	And definitely don't skip this
Personnel policies	These can be helpful, but they can also be restrictive.

Best Practices: Documents	Ideas for Action
Job Descriptions	Each Board member AND each staff member has a job description that is accurate
Budget	Annual at a minimum, prefer multi

	year
Strategic Plan	Bare minimum: Vision and Mission
Work Plan	A simple spreadsheet works
Organizational Chart	Create a simple Word document
Current contact list for Board (name, Board office, years on board, term dates, email, phone number, photo, and short bio)	Have staff or a volunteer collect this information once a year and every time you add a new member
Board Minutes	Written, actionable
Meeting Agendas	Should be written, with timelines and attachments

Best Practices: Once a Year	Ideas for Action
Board Retreat	Go to a Board member's house, or ask the local Library for a room
Performance Review for Executive Director	Have at least a formal conversation you capture in writing
Board Assessment	Just to this each year
Self-Assessment	Helpful to you as a Board member to ask some questions
Sign Conflict of Interest	This will solve a lot of problems
Sign Board Agreement/Contract	Set those expectations
Review and approve audit	Ask specifically for the firm doing the audit to give you a presentation
Annual Financial Report	Part of your annual report, or even your annual budget adoption
Annual Agency Report	Great for communication: what have you done? What are you working on?
Annual Community Event	If you can, either leading or partnering in an event can really spread the word about your work.
Annual Social Event for Board and staff	Spend some time building relationships within the Board.

Best Practices: Money	Ideas for Action
Know and understand the budget	It doesn't have to be complicated
Ask questions about the financial reports	No question about money is a dumb question
Diversity in funding (just like your retirement plan)	Review your sources of revenue every year and brainstorm ideas to get different sources
Reality based fundraising plan	If you can't accomplish the Plan, it's worthless
Internal controls	Have at least 2 people sign each check, have Board members on checking account
60 days of operating reserves	This is hard to do, but think of it like your personal finances and just save money
Board members are responsible for fundraising	Sorry, but it's true.
Budget is clearly and directly tied to Work Plan and Strategic Plan	The budget line items should read the same as your Strategic Plan and your Work Plan
All staff know about the fundraising plan and efforts	Don't fundraise without your full staff knowing what and why (they usually get asked first if someone has a question)
Promptly acknowledge donors in a way that is meaningful to them	Don't wait to send a thank you note or make a phone call.
Consider insurance coverage	Some states require it

Best Practices: Strategic Planning	Ideas for Action
Adopt a Mission	Take ½ hour, use the Guide to Defining your Mission if you need help.
Adopt a Vision	Take a ½, use the Guide to Creating your Vision if you need help.

Adopt a long-range Strategic Plan	Use the (free!) Guide to Strategic Planning as a tool.
Clearly communicate the Plan	Put it on your website and business cards
Tie Strategic Plan into the Work Plan directly	The Work Plan should be accomplishing things that get you closer to your Vision.
Define the outcomes and measure them	In the video course there is a bonus section on measurements, and you can use other agencies as a starting point
Simple brochure about the strategic plan	See the 2-page handout in the Appendices
Post the important information on the wall	Visuals are key to keeping things in focus - just print out the Plan and hang it on the wall
Touch base on the Plan every 90 days	Maybe this is a Committee, but the Board should “stop at the Gas Station” every 90 days.
Update the Plan once a year	Hold a specific meeting about the Plan (maybe during your Retreat)
Establish a Committee for the Strategic Plan	It may be easier to have 2 - 3 people do the bulk of the work and recommend to the Board (not everyone is a Strategic Plan geek)
Include stakeholders where appropriate	One or two trusted partners can bring perspective
Include staff always	Never leave your staff out - they are the ones who must do the work and they have valuable insights

Best Practices: Meetings	Ideas for Action
Written Agenda	Send it out a week ahead
Review agenda before the meeting	Set the Ground Rule: if you show up at the meeting unprepared, you must deal with the consequences
Agenda items relate to the	Title the items so they relate,

Strategic Plan	print your Vision and Mission on the agenda
Agenda items relate to the Work Plan	Give reports on the Work Plan Progress
Committee reports are included	Committee reports should be written and included in the packet, so time is saved
Engage the Board	Show short videos Play music before meetings Have snacks Work on teambuilding Give awards Recognize service
Provide regular training opportunities for the Board (video courses, consultants, etc)	Topics: team building, communication skills, fundraising, meeting management, public relations, marketing, and leadership and succession development.
Financial reports are organized like the budget (around the Work Plan and Strategic Plan)	The financial reports should be easy (and dare I say, fun) to read. Use charts, graphs, and other data to visually show progress.
Use a consent agenda	Get the easy stuff done in one motion
Delegate to the committees (or form one)	Have all the details done BEFORE the Board meeting

Best Practices: Communication	Ideas for Action
Have a website	Even a simple one - they are super easy to set up
Establish social media presence	Facebook is the easiest
Business cards	Have a way to spread the word (print your Vision and Mission on the back)
Press releases for important events or information	Use the Appendices to get some ideas for Sample Press Releases,

	see the Community Building Toolkit for even more!
Simple brochure about the organization as a leave behind	Just a one pager, with photos and short details as a reminder
Simple video about the organization	We recommend Adobe Spark, but even just a quick Power Point (with photos) is easy to convert to a video and put on You Tube!
Weekly or monthly written updates from the staff highlighting activities in the Work Plan	Staff should communicate in writing regularly with the Board - and not just at Board meetings.
Use diverse channels (email, social media, direct mail, face to face, phone calls, printed materials, “swag”	See more in the Communication Chapter.

Best Practices: Employees	Ideas for Action
Allow the Executive Director to manage the employees	Stay out of their way!
Establish lines of communication between Board, Executive Director, and employees	Have a more formal discussion - how does the Board want to communicate with the Director? How about directly with the staff?
Support employees through appropriate evaluation, compensation, and tools to do the job	Think of your evaluations as a support tool, and make sure to offer training and other opportunities for staff to develop and improve.

Best Practices: Partnerships	Ideas for Action
Review partnerships	Complete Community Partnerships Assessment in the Community Building Toolkit ! (or get a free version on our website)
Communicate regularly	Talk to your supporter and

	partners with emails, personal visits, and more.
Have written agreements	Can't say this enough - put it in writing!
Attend their meetings	This will create amazing, good will

Best Practices: The Good Stuff	Ideas for Action
Go out and see the world	Tour other communities, research agencies like yours online
Make it FUN!	Whatever you do, make it fun. One group I work with invited Santa to a meeting as a surprise. Another has a magician come in.

For more ideas <https://www.councilofnonprofits.org/tools-resources/principles-and-practices-where-can-you-find-best-practices-nonprofits>

Responsibilities

Don't want to read this whole chapter? Then just read this:

What Are Nonprofit Board Responsibilities?

1. Establish Vision and Mission (the Strategic Plan).
2. Select, evaluate and support the executive director.
3. Adopt policies and procedures.
4. Monitor and strengthen programs and services (the Work Plan)
5. Ensure adequate financial resources with a budget.
6. Build a competent Board through assessment and recruitment
7. Represent the Board professionally as a champion.
8. Ensure legal and ethical integrity.
9. Enhance the organization's public standing and reputation.
10. Provide oversight.

Source: Ten Basic Responsibilities of Nonprofit Boards, Second Edition, by Richard T. Ingram (BoardSource 2009).

While you can stop reading here and have the basics, there are some corporate duties that are across the board (get the pun?) with which you should be familiar. Corporations have

certain personhood rights – the Board is the person. That means decisions made by the board are made by the entire board and not just one person on the board.



A board's responsibilities will vary in each organization because of Mission, size, funding, staffing levels and other factors.

What Organizations Need from Board Members

Different nonprofits will have different expectations of board members based on their size, mission, or challenges. Understanding what an organization needs will help you match your motives, interests, time commitments, and personal goals to that organization so that you can make a valuable contribution.

As a Board member, you have a role to play on the Board, and you also have responsibilities. Understand your formal role as well as your informal role. Talk to the Board Chair and the Executive Director – it should be clear what talents and skills you brought to the table, and you can volunteer some of your hidden talents. We once went through a full retreat and learned that one Board member was a great magician – he performed card and magic tricks for use the rest of the day!

At a bare minimum, the expectation of you as a Board member is that:

- You understand the Mission
- You stay informed
- You stay engaged
- You communicate regularly
- You serve as a Champion for the cause



Quick Self-Assessment

Non-profit boards around the country have been using self-assessments to retain the vitality of volunteer organizations for many years. This tool provides the opportunity for members to have a frank conversation with themselves to determine if they're still making a difference or if it's time to transition to another role. Many board members find it satisfying to work on specific projects by joining a task force of a committee after several years of service on the board.

The benefit of using tools like a self-assessment and an annual commitment letter is that board members are given a yearly check-up to take time to consider whether circumstances have changed over the course of the year. Maybe you've joined a new board, changed jobs, or are chasing your kids' travelling soccer team. Don't be afraid to have a frank discussion with yourself about your time limits! There are many opportunities, beyond participating on the board, to volunteer with an organization.

Best practices of the board to stay informed:

- Have a copy of the charter and bylaws of the nonprofit and other documents that may be necessary to understand its operations.
- Inquire about an orientation session for new board members and about a board manual containing the nonprofit's written policies and procedures.
- Request reasonable access to management and reasonable access to internal information about the organization.
- Request reasonable access to the organization's principal advisors, such as its auditors and consultants on executive compensation.
- Engage the services of outside advisors to assist the board with a particular matter.



Like visiting relatives, board members can overstay their welcome. Use the board self-assessment to honestly critique your contributions to the organization. Your program manager doesn't want to ask board members to move on!

To be an effective tool, self-assessments should include honest reflection on the following considerations:

Understand the Mission: Do you understand the and support the mission of Main Street?

Effective Advocate: Can you effectively advocate for the program and discuss the benefits with members of your community? Do you have any conflicts of interest?

Contribute: Do you contribute financially and/or in kind (according to your means) to further the efforts? Do you have the time to contribute?

Meeting Attendance: Have you been present at most of the board and/or committee meetings? Do you read your packet ahead of time?

Event Attendance: Have you attended and participated in special events hosted by your team?

Motivation: Does your purpose for joining the board still ring true? Are you excited to attend the monthly meeting, or has it become routine? What excites you about serving on the Board?

Your Role: Are there younger/newer members of the community that want to get involved? Is there a different role you could play in helping? How do you support the Board decisions after the meeting is done?

Satisfaction Guaranteed: Are you satisfied and rewarded by participating on the board?

Board Member Contract or Commitment Letter

One way to be sure that each person on the board is clear on his or her responsibilities is to adopt a board member "contract" or letter of commitment. Not intended to be legally enforced, the contract outlines explicitly what is expected of individual board members, and how the organization will in turn be responsible to them.



If you've missed more meetings than you should, your efforts might be better spent volunteering for special assignments.

If the word “contract” sends shivers down your spine, think of it as an annual commitment letter. This letter outlines the anticipated number of meetings, volunteer hours/events, expectation of financial commitment, and other key requests that will be made of a board member. Paired with a self- assessment, these tools can help boards stay fresh and vital with eager volunteers.

What Kind of Board Are We?

How do you know what you just got into? Best clue: the bylaws. Don’t forget to read and review your bylaws. These are the rules of the game that keep your board functioning when tricky situations come up and help make the process more stable and predictable. While bylaws are unique to each organization (and you can read more in the [Chapter on Policies](#)), here are a few things your bylaws should include that will be helpful to you:

- Size of the board and how it will function
- Roles and duties of officers
- Rules and procedures for holding meetings, electing directors, and appointing officers
- Open meeting requirements, quorum definition, voting, and rules of order (Roberts’ Rules)
- Conflict of interest policies and procedures
- Financial powers including contracts and budgeting

Be sure to review critical board documents available from your Director:



- ✓ Annual Work Plans
- ✓ Strategic Plan
- ✓ Board Contract List
- ✓ Position Descriptions
- ✓ Organizational Chart

Legal Structure

It’s also important that you know what kind of Board you are representing from a legal standpoint. This manual doesn’t go into detail (because that’s what attorneys are for!) but there some common alternatives.

1. An unincorporated association.
2. A limited liability company.
3. A nonprofit (there are many types!)



While the law does not require organizations to be incorporated to be eligible for tax exemption, unincorporated associations cannot offer protection against personal liability to directors and members. In addition, while there may be fewer reporting requirements of unincorporated associations, many foundations are not willing to fund them.

There are many other types of federally exempt organizations allowable by the IRS. For a complete list, refer to [IRS Publication 557, Tax-Exempt Status for Your Organization](#). When choosing a legal structure for your organization, it's highly recommended that you consult with an attorney experienced in tax and corporate law governing nonprofit organizations.

You should also know that there are many other types of for-profit and profit/nonprofit hybrid structures that vary from state to state. For example, several states allow for the creation of low-profit limited liability companies, or L3Cs, to meet the needs of social ventures. Another option is a B Corporation, which is structured to create benefit for both society and shareholders.

Working Board vs Governing Board

Every Board has elements of being a working board AND a governance board. Most small boards are generally working boards, with limited staff and a lot of hard effort. Keep in mind that boards adjust over time – the board is more involved in the early stages and as the organization matures gradually the Board becomes more policy oriented.



Your job isn't to invent things to keep the program manager busy. Throw your effort into solving issues that crop up, while focusing on strategic goals and work plan items.

What is Governance?

There are many parts to being a Governing Board, most of which you will be very familiar with:

Strategic Planning

Shaping and clarifying the Vision of the agency. (See the Strategic Planning Chapter for more details). A governance board is strategic, a working board is tactical.

Strategic thinking means the big ideas of what we're going to do – what are the issues we are dealing with? Tactical is boots on the ground and working towards projects and programs that move you forward. Tactical stuff gets done by staff and management more often as your organization matures.

Monitoring and Improving

Monitoring progress and improving are both a big part of the Board's governance responsibilities. It includes financial management (which is more than just the monthly financial report – it means budgeting and understanding where the agency is with regard to revenues and expenses to achieve the Vision). The Board's job is to approve the budget, not create the budget. Having good policies in place that you follow is the first step to ensuring financial safety.

Risk Management is another part of governance. Making sure you have the right insurance coverages will protect you and the agency. D&O insurance

covers the Board as an individual and collectively.

Ensuring performance and accountability

The Board must be able to ensure focus and accountability. This is easiest to do if you have a written Work Plan!

Board Recruitment

A critical part of governance is making sure you recruit great Board members. The Assessment Tool will help, as will the Strategic Plan and Work Plan. They will all identify gaps, so that you can determine people you want to recruit who bring certain skills.

Board evaluation

Speaking of assessments, board evaluation is also important – what's going well, what's not going so well, what are we proud of, what would people like to see, are you satisfied?

Ensure leadership

The Board is directly responsible for hiring, managing, evaluating and (hopefully never) firing the Executive Director. But....none of this applies to employees who work for the Executive Director. Let management hire people they want to hire.

Board Business

You are responsible for effective and efficient meetings. Let me repeat...YOU. Working with your staff, giving feedback, and making sure you are participating are the bare minimums. And having open and transparent meetings is important – you want people to trust you!

Fundraising

This is covered in the Fundraising Chapter, but again – it's all about YOU. The Board is responsible for fundraising, NOT THE STAFF. So, understand the organization's fundraising needs for the long haul and how you can contribute.



“...rotate one-third of the members off the board each year to prevent burnout, attract new leadership, and avoid domineering personalities.” - Main Street Handbook

Organizational Structure of the Board

Ideally, a board should include about 11 members, some without voting powers, who add expertise or perspective. Other potential members include: residents, marketing/media professionals, local businesses, community organizations, historic preservation organizations, chambers of commerce, local government, and schools.

Boards should have Committees to handle the detailed work (that should NOT be conducted in Board meetings – they become “bored” meetings). One Committee that should always be established is the Executive Committee. Usually comprised of the Chair, Vice Chair, Secretary and Treasurer, those meetings should save the rest of the board's time on day-to-day issues and discuss policy level matters before bringing them back to the Board for decision.



Smaller programs may be able to handle the daily management of Main Street without an executive committee. Adding another committee could be a burden that simply adds a layer of bureaucracy. In this case, there's no need to officially establish the executive team as a separate committee

Committees of the Board

Three types of Committees are common:

1. Standing Committees,
2. Special Committees and
3. Advisory Committees.

Committees ALWAYS have a Chair and ALWAYS keep minutes of their meetings – which are then attached to the Board packet so that the entire Board can keep up to date. Most committees are between 3 – 5 members.

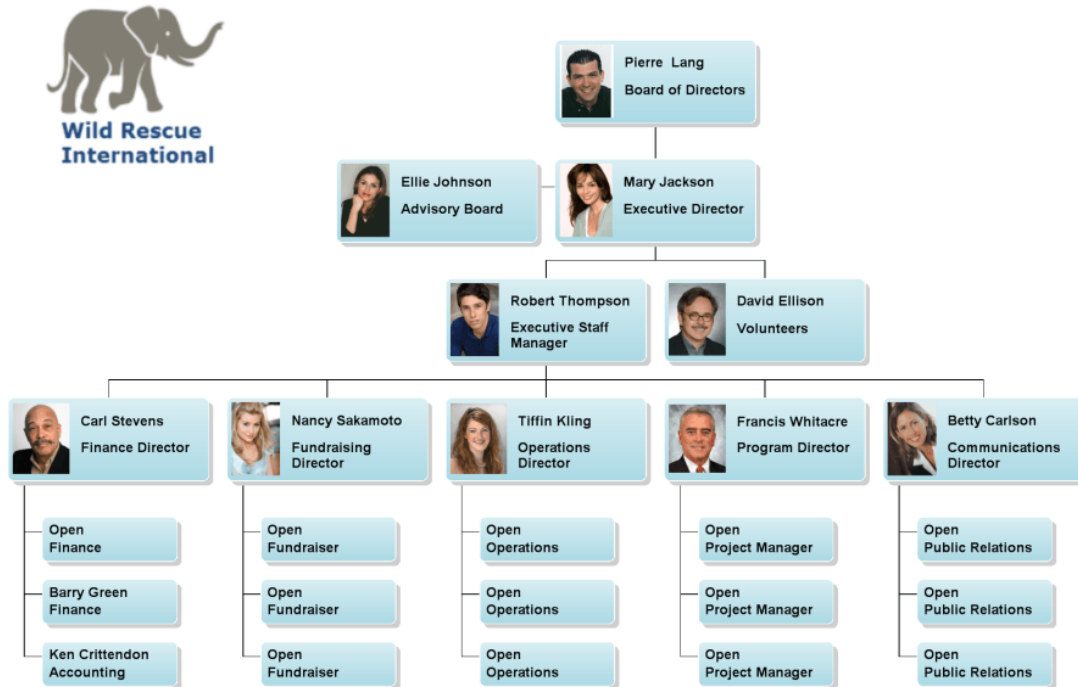
Standing Committees are established to handle Priorities and address the Goals of the organization. Examples might include: Finance Committee, Fundraising Committee, Governance Committee, Strategic Planning Committee, and Communications/Marketing Committee. These committees meet regularly – once a month – and review information. Recommendations are then made to the full Board for consideration.

Special Committees are designed for Projects, such as a community festival or a particular fundraising campaign. Sometimes a Standing Committee can become a Special Committee, such as the Strategic Plan Committee. If your Plan is mature and well organized, a Committee might be able to meet and do much of the work to recommend at a Board meeting.

Advisory Committees involve people not currently on the Board. Involving other strategic partnerships can help you cultivate the insight from community leaders who may not have time to dedicate to full-time board membership. These individuals can often provide a sounding board for controversial issues or a big fund-raising push. (See “Sandbox on Main” for more tips on partnerships)

Organizational Chart

Having an organizational chart can be an important part of understanding your agency and how you operate. They are simple to do (templates are all over the web) and should be a part of the Board packet. Here is an example:



Board Design and Recruitment



A BoardSource report found that only one in five chief executives strongly agrees that they have the right board members

Who's on Your Board

The composition of your Board should include a diversity of perspectives and areas of expertise to ensure success. While each board member needs to wear many hats, the board should follow the same approach. Here's just a few professions that should ideally be represented on your board:

☐ Property Owners:

- Have a unique perspective to offer, particularly on property mill levies and incentive options.
- Help encourage their neighbors to spruce up their properties.

☐ Retailers:

- Help you keep a pulse on foot traffic and are interested in promotional events.
- Help create a communication conduit.

☐ Banking/Finance:

- Bring an understanding of accounting; these folks often fill the Treasurer role.
- Local lenders often know which businesses are expanding; tap into their knowledge to keep tabs on what's going on in the local market.

☐ Design Professionals:

- Architects, landscape architects, and planners are ideal for design related projects and can address technical issues.
- Historic preservation professionals bring specialized knowledge to the table.

25% of respondents' boards were all-white in 2014, when the most recent BoardSource survey data were collected.



Finding the right candidates for your board is not an easy task. Ideally, you'll recruit individuals with a range of complementary skills who are as passionate about your mission as you are. So, where do you start? Here is a good video to watch about why diversity can be so important to the health of your Board.

<https://hbr.org/video/2851426213001/how-diversity-fuels-group-emotional-intelligence>

Now, think about the skills that will benefit your organization. There are often three key areas represented on the board:

- **One-third** would be individuals who have access to financial resources or soliciting donations.
- **One-third** would be individuals with management expertise in areas of financial, marketing, legal and the like.
- **One-third** would be individuals connected at the community level, with expertise in your service field.

Then, think about other characteristics such as age, gender, diversity, geographic representation and familiarity with your cause.

Extending Your Reach

- Create a "Mentor Program" where seasoned board members help newbies to quickly find their bearings.
- Stick to your term limits to pump new vitality into the board while retaining "retired" members for committees, task forces, and special initiatives.
- Consider creating an "Emerging Leaders" group to involve the next generation.
- Change hats - board leadership should also rotate to build a "deep bench" of folks who know you from a variety of angles.
- Consider current volunteers and significant donors as candidates. Ask for board and staff suggestions, and look at business leaders and high net-worth individuals in the community.

Sites like boardnetUSA (www.boardnetusa.org), VolunteerMatch (www.volunteermatch.org) and BoardSource (www.boardsource.org) also help nonprofit boards and new leaders find each other.

Recruitment

You might consider designating a board nominations committee to identify potential candidates. Ask the board to seek out candidates who can contribute in a unique way. And be sure to review each candidate considering your mission and goals.

- ☐ Identify What Your Organization Needs What is your long-term vision and priorities? What skills do you have, and which do you need?
- ☐ Source and Recruit Candidates
Identify potential candidates: your contacts, your friend's contacts, Facebook or LinkedIn contacts.
- ☐ Interview and Select
Create a recruitment packet with an overview of the program vision, strategy, goals, a job description, and estimated time commitment. Conduct formal interviews.
- ☐ Make an Offer & Acceptance of Duties
Execute a board member agreement form

Board Orientation

Identifying a new board member is only the first step in what you hope will be a mutually rewarding relationship. Whether orientation of your new board member is approached informally, or formally, be sure to include the basics needed for new board members to become engaged in the work of the board right away, and to serve as a committed ambassador and advocate for your nonprofit's mission for a long time to come.

Orientation is critical to getting organization-wide buy-in to your mission, values, organizational identity and strategic plans. It helps improve communication and participation, and it empowers new members with the tools they need to steward your nonprofit in the community. Orientation prepares your board members to provide informed guidance and support in governance issues, allowing your organization to make better use of their expertise.

1. Develop an orientation manual outlining what each member needs to know about service and your organization.
2. Create a "buddy" system where an experienced Board member takes the new Board member out to coffee and serves as an ambassador, coach, and mentor
3. Check in regularly (some of us don't read manuals!!)

Here is a sample roster of what might be covered in the orientation:

- Your nonprofit's mission and history, and its statement of values
- Bios of current board members and key staff
- Board member job description and expectations
- Board member agreement or contract
- Conflict of interest policies
- Recent financial reports and audited financials
- Bylaws and certificate of incorporation
- Determination letter from the IRS and certificate of tax exemption
- Summary of Directors' and Officers' insurance coverage
- Personnel policies relating to the Executive Director
- Annual report or other document that lists the donors/grant makers that support the nonprofit
- List of committees, their charters, and who serves on them
- Calendar of meetings for the year ahead



Adopt policies such as Conflict of Interest policies that require you to put your organization ahead of your private interests.

Practice Pointers

- ✓ Help manage expectations of new board members by sharing a position description (see the [Appendices](#)) with them, tailored for your nonprofit. DO include any expectations about personal giving/fundraising efforts.
- ✓ Name tags and/or tent cards on the table at meetings are helpful so that new board members can get to know their colleagues.
- ✓ Some people join boards to share their professional expertise with the nonprofit. Others want to do something completely different from their normal professional life when they volunteer, so make sure to ask your new board member what s/he is most interested in before assigning new board members to committees.
- ✓ A follow-up phone call from the board chair after the board member agrees to serve, but before his or her first meeting, can set the stage for a positive communication and a productive relationship with the board chair.
- ✓ The orientation meeting itself can include a field trip to see the nonprofit's mission in action via a tour of the nonprofit's facilities.

- ✓ Don't forget to include in the orientation binder/materials any special issue(s) that pertain specifically to your nonprofit's mission, plus information on: governance policies (so that all board members are reminded about their legal and fiduciary duties); accountability (such as the need to disclose conflicts of interest); and the responsibility to review and approve the performance of the Executive Director, among other key policies.
- ✓ Inviting fellow-board members, such as officers or committee chairs, to lead relevant portions of the orientation offers another way for newbies to get to know their colleagues on the board as well as the roles they play individually.
- ✓ Inviting all veteran board members to attend each board orientation gives those board members who missed their own orientation – or would like a refresher – to get caught up, and reinforces a culture of continuous learning.
- ✓ Keep it short – maybe approach it in “bites” instead of one huge gulp – so that new board members are not overwhelmed with all the information.
- ✓ Make sure every board member knows who s/he can ask with questions, and that there is no such thing as a “dumb” question!

Details on the Duties of the Board

Here are the primary duties of a nonprofit board of directors

- The board is responsible for governing the organization within the constraints of the law and the governing documents.
- The board may delegate daily management decisions to an executive team, but it must actively oversee that team and set organizational policies to ensure that the organization remains true to its mission and operates with integrity.
- The board is also responsible for protecting the organization's charitable assets.
- The board should manage the nonprofit's officers and ensure that the organization operates in furtherance of its charitable and tax-exempt purposes

Examples:



Duty of
good faith



being honest with the nonprofit in seeking travel or expense reimbursement

Duty of
loyalty



offering printing services to the nonprofit at market or below market rates

Duty of
care



voting against, or tabling, a fundraising contract for which you don't believe the board has been provided information, and then actively seeking more information

In short there are:

Duties of Good Faith The **duty of good faith** means that you must act in good faith, and be fair in your dealings with your nonprofit. You must not take advantage of your organization and its resources. You must be upfront and honest in your dealings with the nonprofit, and in fulfilling your other fiduciary obligations.

Duties of Loyalty The **duty of loyalty** means that you must act with undivided loyalty in the best interests of your nonprofit organization and that you not seek to benefit personally from the activities or resources of the nonprofit you serve. If you have a conflict of interest between the best interests of the nonprofit and your own interests, you must comply with the law in resolving this conflict. Actions that benefit you at the expense of your nonprofit are a breach of your fiduciary duty.

Duties of Obedience The **duty of obedience** means a duty to carry out the purposes of the organization and to obey all applicable local, state, and federal laws. The purposes of the organization are defined in the articles of incorporation, its bylaws, mission statements, and any other governing documents.

Duties of Care The **duty of care** means that you must act reasonably, as a prudent person in similar circumstances would, that you are familiar with the nonprofit's activities and financial condition, and that you participate regularly in board meetings. It is the job of the governing board to oversee the work of the chief executive officer of the nonprofit and to make sure that the organization is faithfully carrying out its charitable purpose without extravagance or waste.



Show respect to your fellow Board members and the staff – be on time, be informed, ask questions, and know the policies.

Duty of respect and courtesy – OK, I created this one but it's important to treat the staff, other Board members, and your public with common dignity.

All these concepts originated in case law, but they have also evolved and been incorporated, at least to some extent, into the statutory rules governing nonprofit corporations.

Details on the Duties

Duty of Care

The duty of care requires a director to be familiar with the organization's finances and activities and to participate regularly in its governance. In carrying out this duty, directors must act in "good faith" using the "degree of diligence, care and skill" which prudent people would use in similar positions and under similar circumstances. In exercising the duty of care, a responsible board of directors should, among other things, do the following:

✓ The directors as a group, and the officers of the corporation, should exercise their responsibility to undertake reasonable efforts to assure that the organization is operating in compliance with the law. For directors, this means assuring that there is an effective compliance program reporting ultimately to the directors, that there is a



policy for protection of whistleblowers which has been communicated to employees, that there are effective internal controls, that there is an effective external audit by an independent auditor, and that allegations of violations of law are investigated and addressed.

/ Attend board and committee meetings and actively participate in discussions and decision-making, such as setting of policies. Carefully read the material prepared for board and committee meetings prior to the meetings and note any questions they raise. Allow time to meet without senior management present.

/ Read the minutes of prior meetings and all reports provided, including financial statements and reports by employees. Do not hesitate to suggest corrections, clarification and additions to the minutes or other formal documents.

/ Make sure to get copies of the minutes of any missed committee or board meeting, read them timely and suggest any changes that may be appropriate.

/ Make sure there is a clear process for approval of major obligations such as fundraising, professional fees (including auditors), compensation arrangements and construction contracts.

/ Make sure that board minutes reflect any dissenting votes in action taken by the board or that any dissenting vote is expressed in writing by letter to the board. Such records are necessary for a board member to disclaim responsibility for any decision. Absent board members must do this promptly in writing.

/ Read literature produced as part of the organization's programs.

/ Make sure that monthly financial reports prepared for management are available

/ Make sure that monthly financial reports prepared for management are available to the board or finance and audit committees, and that they are clear and communicate the information needed for proper stewardship. Make sure there is an ongoing actual to budget comparison with discrepancies explained.

/ Participate in risk assessment and strategic planning discussions for the future of the organization.

/ Ensure that the organization has addressed the sufficiency of its written internal financial controls and written policies that safeguard, promote and protect its assets and that they are updated regularly, and has considered an employees', officers' and directors' fidelity bond to protect the organization from embezzlement.

/ Assure that the organization has a background check policy for prospective employees.

/ Determine whether the organization indemnifies its officers and directors from liability and has directors' and officers' liability insurance. If it does, find out what is covered and what is not. If it does not, find out why.

/ Encourage diversity among board members. Diversity will help insure a board committed to serve the organization's mission with a range of appropriate skills and interests.

/ Be involved in the selection and periodic review of the performance of the organization's Chief Executive Officer, Chief Financial Officer and other key employees responsible for the day-to-day activities of the organization. The board is responsible for ascertaining whether these individuals have the appropriate education, skills and experience to assume a key position; communicating duties, expectations and goals; and then evaluating their performance at least annually, first in an executive session and then with the officer directly.

Duty of Loyalty

Directors are charged with the duty to act in the interest of the corporation. This duty of loyalty requires that any conflict of interest, real or possible, be disclosed in advance of joining a board and when they arise. So that all members are aware of - and avoid - transactions in which the nonprofit's interests are not primary, New York law requires nonprofits to have a written "conflicts of interest" policy. Among the provisions that should be included in such policies are provisions that:

/ Define the circumstances that constitute a conflict of interest;

/ Set forth procedures for disclosing a conflict of interest to the audit committee or the board;

/ Prohibit anyone with a conflict of interest from being present during or participating in the deliberation, voting on the issue that resulted in the conflict, or influencing the deliberation or vote on the issue that resulted in the conflict;

/ Require the nonprofit to document the existence and resolution of each conflict;

/ Require directors to sign annually a statement that identifies entities in which they serve as an officer, director, trustee, member, or employee and with which the corporation has a relationship; as well as any transaction of the nonprofit in which the director might have a conflicting interest.

Duty of Obedience

A board has a duty of obedience to ensure that the organization complies with applicable laws and regulations, its mission and its internal governance documents and policies, including:

✓ Dedicating the organization's resources to its mission.

✓ Ensuring that the organization carries out its purposes and does not engage in unauthorized activities.

✓ Complying with all appropriate laws, including registering and filing annual financial reports with the Attorney General's Charities Bureau in New York State, complying with similar laws in other states in which it conducts activities and/or solicits contributions, filing required financial reports with the State Worker's Compensation Board, the State Department of Taxation and Finance and the Internal Revenue Service; and paying all taxes such as Social Security, income tax withholding (federal, state and local) and any unrelated business income tax. Board members may be personally liable for failing to pay employees' wages and benefits, and for failing to withhold, escrow and pay over to state and federal authorities withholding taxes on employees' wages.

✓ Providing copies of its applications for tax-exempt status (IRS Form 1023), federal reports (IRS forms 990, 990 PF, 990 EZ) and its financial reports filed with the Attorney General's Charities Bureau to members of the public who request them. Many organizations post their annual reports and other information on the Internet.

Budgets

You'll notice I don't talk about what a budget is or why it is important here...I don't need to tell you all!!

What role does the budget play?

Your operational budget is the foundation from which all your work will be carried out. It allows you to establish benchmarks, gauge financial health from one year to the next, and determine priorities.

Here are some key steps in developing your budget:

1. Form a Committee *usually the Finance Committee
2. Establish your budget period (may be one year, or multiple years).
3. Review prior years: program achievements and financial performance can show you trends and gaps.
4. Tie your budget into your Strategic Plan first (does it accomplish your Vision? Align with your Vision? Respect your Values?)
5. Set specific Work Plan for your budget period – and tie that Work Plan directly back to the budget. Hint: the budget should NOT have any money for a project if the project isn't in your Work Plan!!
6. Estimate expenses, including: Fixed costs such as staff, rent, taxes, utilities, etc., variable costs that fluctuate based on activity level (e.g., the cost to vaccinate more clients in a health clinic would fluctuate based on the number of clients and environmental factors such as a flu outbreak) and incremental expenses, which occur when a particular action is taken (e.g., when a certain amount of money is raised, a new program will be launched).
7. Estimate anticipated revenue.
8. Plan for needed cash flow and development of cash reserves.
9. The full Board needs to approve the budget

The budget becomes a tool for monitoring progress and determining areas for refinement. It should be a living document, reviewed and updated every quarter, with financial reports provided monthly (even if you only meet quarterly – do you finances monthly!!) But make it interesting, please! It's easy to use an Xcel spreadsheet to create colorful charts and graphs. But even if you don't want to do that, add some photos from your projects, or a few "clip art" icons to show performance areas linked to the Work Plan.



As a reminder, when it comes to planning your budget, be conservative. It's easy to say how much money you'd like to raise, but it's far more important to be practical about what can be raised. That way you'll be setting realistic goals for your staff and managing everyone's expectations, including your own.

Adapted in part from Finance Manual, by Jan Masaoka and Jude Kaye.

Audits

At its best, the term "audit" usually sparks apprehension. While it can refer to contract monitoring, internal review or external management review, a lot of people think immediately of an IRS review.

A financial audit most commonly refers to an independent review of an organization's financial books. Usually conducted annually, it's just a part of a reliable checks-and-balances system to make sure everything is in order. Here, we address whether a nonprofit needs an audit or other independent review of its financial condition.

First, it's important to know if an annual financial audit is required of your organization by the federal government or by your state. These standards vary considerably. The federal government requires any organization receiving federal funds of more than \$500,000 in a year to undergo a "Single Audit," which generally covers the year/program in question.



State governments typically regulate the independent-audit requirement based on income – whatever the source. For example, in Pennsylvania, nonprofits that receive more than \$300,000 in funds must file an audited financial statement with the Department of Revenue. In California, gross receipts totaling more than \$2 million carry a similar requirement. Some states require an audited statement simply by virtue of fundraising there, regardless of where an organization's headquarters may be located.

Given these variations, it's best to consult an experienced attorney or accountant to determine the specific needs of your organization.

Another factor to consider is the requirements of funding sources. In addition to the requirements of federal and state governments, some funders may require an independent audit as a condition of funding.

If you do determine that an audit is beneficial (or required), it's important to know that it must be prepared by a licensed independent certified public accountant (CPA). Once engaged, an auditor performs a series of selective tests that provide a basis for judging whether the financial reports can be relied upon.

Auditors will examine, among other things, bank reconciliation, selected restricted donations (to see that they were handled and recorded properly), and grant letters (to see that receivables are accurately stated). In addition, the auditor reviews physical assets, journals, ledgers and board minutes. Based on this investigation, the auditor issues a formal opinion about the accuracy of the financial reports.

If you do undergo an audit, you'll also want to establish an audit committee within your board of directors. These committees are typically responsible for selecting (or approving the selection of) an auditor, reviewing the auditor's outputs, and meeting with the auditor pre- and post-audit to address any issues or questions. Audit committees also frequently have ongoing responsibility for the organization's overall financial oversight and internal financial controls.

Roles

There are the formal roles we all see on our Boards and Staff (Chair/President, Executive Director, Secretary) and then there are the informal roles. There are also roles EVERY Board member should consider helping with Each is very important in their own way, and you need to ask yourself the basics:

What formal role do you play?
What informal role to you play?
What roles are missing?
What roles do we no longer need?
Am I playing the right role (for me and for the Board)?

Informal Roles

Here's a good way to think about the roles you might play (or should play) on the Board: Worrier, Worker, Wealth, Wisdom

Which 'Board W' are you?

Workers: People who get things done. (those Same Ten People)

Wisdom: Folks who have knowledge or expertise. (lawyers, realtors, financial advisors)

Worriers: Detail oriented people who watch your Ps and Qs. (they are great with grant reporting, financial reporting and so on)

Wealth: Folks who can connect you with resources or contacts (notice this doesn't always mean money!)

You get to decide what role you play, (a quick self-assessment is helpful to shed some light on your talents and skills) but here are some suggestions that ALL Board members should consider.

Champion

- Advocate the Mission
- Use your Network
- Inspire Confidence

Head Driver

- Keep it Legal
- Evaluate the Program's Progress
- Keep Finances in Order

Benefactor

- Donate Money & Time
- Join a Committee or Task Force
- Follow Through on Homework

Trailblazer

- Establish Policy & Vision
- Stick to your Work plan
- Support your Manager
- Recruit Volunteers

A Live One

- Attend Monthly Meetings
- Volunteer at Events
- Contribute to Discussions

Formal Roles

First: The Role of your Director

How the Board and the Executive Director interact can make or break the agency! (Remember the 8 Problems?) Think carefully about how you structure the role of your Executive Director. Make sure the duties and expectations are clearly defined, and adopt policies so that you can adhere to the law. As always, communication is the key to success!

Here's a list of typical duties for the Executive Director:

☐ Guide Development Strategies

The ongoing task of identifying steps to take to revitalize your district, including resources, partners, and groups that can lend a hand.

☐ Administer the Organization's Daily Functions

Running an office takes time and effort. This includes developing a budget, accounting, and supervision of any employees, in addition to providing the board and community with reports and information.

☐ Initiate Improvement Strategies

The process of making change doesn't stop when the board comes up with an idea. Implementing business recruitment campaigns involves a lot of hustle!

❑ Help Clients

Keeping this large of a pool of stakeholders happy keeps even the best manager on their toes, answering questions and handling concerns.

❑ Track Progress

Proving your worth through reinvestment statistics takes time and energy. Your manager will be tracking investments, jobs created and other key figures.

❑ Coordinate Projects

Spearheading initiatives and keeping volunteers on track occupies significant amounts of a manager's day.

Relationship Between the Board Chair and the Director

The relationship between the Board Chair and the Executive Director is critical, as the two – collaboratively – drive the organization's mission forward. TRUST is key. Communication should be open and candid, and you should each rely on the other's strengths in pursuit of the common goal. Both the Executive Director and the Chair should also have clearly defined roles and responsibilities so that everyone understands where one individual's authority ends, and the other person's authority begins. This helps to determine what issues matter for the board, and what issues lie in the domain of the organization itself. Adapted in part from BoardSource and the Board Chair Handbook, Second Edition (www.boardsource.org).

Role of the Board

Your board of directors are the standard bearers...foundation builders...strategic plan developers and managers...chief cheerleaders and fundraisers. They steer the organization towards meeting its mission, ensure its financial stability and are the public face of your organization. For small, volunteer-led organizations, the board may also be responsible for day-to-day operations as well.

Sometimes it's confusing: to be effective today, board members must take their

roles and responsibilities very seriously, as they work hand in hand with the executive director to guide policy, connect with the community, provide financial and strategic support, implement programs and meet goals and objectives. That line can be blurry (or nonexistent to some Board members) so it's important to have regular conversations over the Work Plan and Strategic Plan: who is doing what? Why is that person the best to do the task? Does everyone understand their role?

Strategic Roles

Often the Board concentrates on being more strategic in their formal roles. Here are some examples of what we mean:

1. Shape direction through mission, strategy, and key policies.
2. Ensure that leadership, resources, and finances are commensurate with vision.
3. Monitor performance and ensure prompt corrective action when needed.

Your Work Matters

Being on the Board is important – here's what the Board does

1. It concerns itself with crucial "do or die" issues central to the institution's success. It works with management to set and implement policy and agendas and solve problems together.
2. It is goal driven, defining clear measures of success. It seeks results that are linked to defined timetables.
3. Its structure and the actions of members are driven by strategic priorities and circumstance. Emphasis is on flexibility, participation and action.
4. It requires the engagement of the organizations' internal and external constituencies. It recruits team members with an eye to collective capabilities and a commitment to support.

Adapted from the Harvard Business Review, Sept. – Oct. 96.

Board Member Position Description

The role of a board member requires you to wear a lot of hats. If you're looking to join the Board to "pad your resume," then you're in the wrong place! Your success can only happen when active board members fill several roles



Board members should receive a position description that specifies their roles and responsibilities, so they know and acknowledge their commitment before jumping in.

Leadership Team Roles

As a member of the Board, you might be wondering what exactly the vice chair, secretary, and treasurer should be doing to lend a hand to the board chair and Executive Director. An executive team can be a good way to process non-controversial issues or to bounce ideas off a smaller group prior to prematurely fleshing out a full-fledged policy discussion.

Care should be taken that an executive committee works to ease the burden of the board. Be careful to structure the group so that other board members don't

feel excluded from the information being discussed. For instance, if a policy is being considered, get a recommendation from the full board to have the executive committee work on furthering that issue. Once it's polished, take it back to the full board for review and discussion.

The roles of your leadership team should clearly define who does what during meetings, with staff interactions, and with the public.

President/Board Chair

- Bridge between the board & the Executive Director
- Coordinates decision-making process
- Chairs the board meetings
- Accountable for the organization
- Facilitates Board Leadership
- Models good governance
- Molds the Board's Culture, Work and Impact

Vice President/Vice Chair

- Supports and shares duties delegated by President/Chair
- Assists in monitoring committee activities



Secretary

- Keeps the records of the organization
- Prepares meeting minutes

Treasurer

- Pays the bills
- Prepares monthly financial reports
- Maintains the financial books and records so you're ready for an audit

If you are frustrated or bored, you probably don't know your role and how you can contribute (and you're likely not alone). Have coffee with the Chair or Director and talk about it!

Job Titles and Job Descriptions

It's important to know who is responsible for what – and who is DOING what! Being effective and efficient means knowing the job descriptions of both the staff and the Board – and realizing that nothing is perfect. There might be some overlap, the Board is often a working Board, and the staff may have specific expertise in some areas but not others. As your agency changes over time, the job descriptions and job titles should change, too. Check the **Appendices** for specific job descriptions you can use!

Staff Job Titles

Many jobs in nonprofit organizations can also be found in for-profit organizations. For example, both kinds of organizations will typically have management positions like executive directors, as well as jobs like accountant, IT specialist, and administrative assistant. Usually the main staff person serving your Board is the Executive Director.



Executive Director Job Duties

Direct - Accountable for the legal, financial and philosophical aspects. Responsible for the management and overall vision of the organization.

Advocate & Educate – Understanding the mission, represent and communicate the interests to the community

Facilitate - Foster participation in the activities. Recruit and develop leaders to serve on committees, enabling their active engagement in the organization. Gather the human and financial resources.

Build Consensus – Solicit the input from all constituents and create a unified vision of growth.

Stimulate Action – Inspire constituents, committee members, government, and all those with resources helpful to invest.

Participate – Contribute your enthusiasm and skills to further the mission. Take part in special events, meetings, discussions and other happenings of the organization.

There are other jobs that are rather unique to the nonprofit sector. Below is a list of some common nonprofit job titles that are unique to the nonprofit sector, as well as a description of each. For more information on each job title, check out the Bureau of Labor Statistics' [Occupational Outlook Handbook](#).



Community Outreach Coordinator

While there are some community outreach jobs at for-profit organizations, community outreach coordinators are critical to many nonprofits. A community outreach coordinator connects the public to the organization. He or she promotes the mission of the nonprofit among the local community. A community outreach coordinator might organize events, recruit volunteers, or arrange other projects to get the community excited about and invested in the organization.

Development Director

Also known as a director of development, the development director is responsible for spearheading an organization's fundraising efforts. They might develop a fundraising plan, secure financial support, run special events for donors, and run other projects to

ensure the organization meets its annual goals. This job title is similar to that of a fundraising manager.

Grant Writer

A grant writer might work underneath the development director. He or she completes applications for funding (typically applications to foundations, the government, or a trust). The grant writer works with the development director to make sure the nonprofit achieves its annual financial goals.

Program Manager

While there are also some program managers at for-profit organizations, program managers are critical to many nonprofits. A program manager works to implement a variety of projects related to a nonprofit's mission. The manager will develop the project, make sure it is well run, and ensure that goals are met.

There are also many positions under the program manager, such as project manager, program associate, and program assistant.

Volunteer Coordinator

Many nonprofits depend on volunteers to help with various projects. A volunteer coordinator manages all elements of the volunteer force. He or she is typically responsible for recruiting, hiring, and placing volunteers, as well as training and managing them.

Board Job Titles and Descriptions

This is a short, simplified idea of overall Board Descriptions and Duties. In other words, ALL your Board should know and understand what your roles are in these areas!

Legal and Policy:

- Enable the continued legal existence of the organization
- Ensure Union Square fulfills all legal requirements in conduct
- Adopt, follow, update and administer By-Laws
- Adopt and assume responsibility for purposes, governing principles, functions and activities, and course of action
- Assume responsibility for internal policies governing the organization

Planning:

- Establish long term and short-term goals
- Develop a Strategic and Annual Work Plan that incorporates all Focus Areas

Committee Oversight:

- Recruit effective Committee Chairs
- Monitor and coordinate Committee Activities and ensure progress
- Provide adequate resources for committees

Funding & Financial Management:

- Contribute financially to the organization
- Raise sufficient funds to ensure objectives are met
- Develop and approve annual budget and monitor finances

Advocacy:

- Understand and publicize the work in the community
- Inspire confidence in the organization and relate our services to work of other groups
- Advocate for public policy, economic development and other initiatives that advance relationships with government, businesses and individuals

Evaluation

- Regularly review and evaluate operations and standards of organization performance
- Monitor program activities

Personnel

- Hire and evaluate the Executive Director
- Approve personnel policies
- Participate in the recruitment, selection and development of Board of Directors as advised by the nominating committee.



Make sure everyone knows the time commitments
Board meeting: 2 hours per month
One Committee Meeting: 1 ½ hours
Preparation/follow-up work outside of meetings: 2-4 hours

Executive Positions on the Board

The Board is usually comprised of a Board Chair, Vice, Chair, Secretary and Treasurer at the least, with several other Board members. You can find more position descriptions in the Appendices, but this is the quick version. Use these descriptions to evaluate if you are doing the right things, or want to add or change. Make them your own!

The following descriptions were adapted from materials from BoardSource.

Board Chair Job Description

1. Is a member of the Board
3. Is a partner with the Chief Executive in achieving the organization's mission
4. Provides leadership to the Board of Directors, who sets policy and to whom the Chief Executive is accountable.
5. Chairs meetings of the Board after developing the agenda with the Chief Executive.
6. Encourages Board's role in strategic planning
7. Appoints the chairpersons of committees, in consultation with other Board members.
8. Serves *ex officio* as a member of committees and attends their meetings when invited.
9. Discusses issues confronting the organization with the Chief Executive.
10. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
11. Reviews with the Chief Executive any issues of concern to the Board.
12. Monitors financial planning and financial reports.
13. Plays a leading role in fundraising activities (*nonprofit only*)
14. Formally evaluates the performance of the Chief Executive and informally evaluates the effectiveness of the Board members.
15. Evaluates annually the performance of the organization in achieving its mission.
16. Performs other responsibilities assigned by the Board.

Vice Chair Job Description

This position is typically successor to the Chair position. In addition to the responsibilities outlined in the Committee Member job description, this position:

1. Is a member of the Board
2. Performs Chair responsibilities when the Chair cannot be available (see Chair Job Description)
3. Reports to the Board's Chair
4. Works closely with the Chair and other staff

5. Participates closely with the Chair to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

Committee Chair Job Description

1. Is a member of the Board
2. Sets tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's Chair.
6. Reports to the full Board on committee's decisions/recommendations.
7. Works closely with the Chief Executive and other staff as agreed to by the Chief Executive.
8. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the committee's annual evaluation.

Board Member Job Description

1. Regularly attends board meetings and important related meetings.
2. Makes serious commitment to participate actively in committee work.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the committee's annual evaluation and planning efforts.
7. Participates in fund raising for the organization (*nonprofit only*).

Board Secretary Job Description

1. Is a member of the Board
2. Maintains records of the board and ensures effective management of organization's records
3. Manages minutes of board meetings
4. Ensures minutes are distributed to members shortly after each meeting
5. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings

Board Treasurer Job Description

1. Is a member of the Board
2. Manages finances of the organization
3. Administrates fiscal matters of the organization

4. Provides annual budget to the board for members' approval
5. Ensures development and board review of financial policies and procedures

Essential Facilitation Skills Webinar Training



Our professional training for facilitators provides immersive, personalized, hands on training in a small group. We guide you through the principles, skills, tools, and strategies to successfully facilitate and guide groups and teams toward consensus-based decision, improved teamwork, and specific follow up actions. Because we value active practice and relationships, we limit our courses to a maximum of 15 participants, guaranteeing one on one support, guidance and feedback.

This online course is covered in three sessions of two hours each – a total of 6 hours of training! You can choose: live webinars led by a Certified Master Facilitator® or a pre recorded course created in shorter segments that you can watch on your own time. Either way, you receive the full manual and support from our team for a full year after you complete your training!

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HELPING YOU FILL IN THE BLANKS



What's Covered

The course provides essential training on a wide range of workgroup meeting needs. Topics include preparation, agenda setting, ground rules, engagement exercises, creating consensus, focusing and action plans, the process of collaboration, conflict management, decision-making, meeting design and control, virtual facilitation, and building team relationships.

Content + Process = Results

This content of our facilitation skills course is built on active facilitation. Key to your success is the process: Instead of listening to a presentation about facilitation, participants spend the majority of their time demonstrating and practicing facilitation skills. You will facilitate short sessions through exercises, live demonstrations and video-recorded sessions. The result is a skill set that will allow you to facilitate more productive meetings of any kind with confidence and authority.

The course is based in research and best practices on decision making, team work, and engagement strategies. You'll learn the tools and actions that will allow you to develop clear deliverables, consensus-based decisions, and superior problem-solving skills for common meeting issues

Who Should Attend?

If you've struggled (as a leader or a participant) in meetings that seem ineffective, inefficient, boring or useless, this is the training for you! If you are looking for tools and techniques you can use right away in your next meeting, join us. Regardless of background or experience, this training brings value.

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What Do You Get?



Facilitation Workbook:

A professional manual with over four hundred printed pages of facilitative leadership skills, decision making tools, meeting agendas, and meeting controls to be used for years to come.



Hands On Training:

Instead of sitting and listening, participants will spend the majority of time actively practicing and facilitating.



Feedback:

Confidential evaluations from a certified instructor throughout the course, describing strengths and areas for improvement.



Video:

Digital recordings of your practice session and case study where you perform as facilitators in real conditions.



Certificate of Completion:

Certification is issued after successfully completing the case study at the end of the course.



CVF and CMF Preparation:

You will be prepared to pass the certification requirements for a Certified Virtual Facilitator and Certified Master Facilitation through INIFAC.

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What Will You Learn?

Professional facilitation skills increase confidence and effectiveness when leading meetings, workshops, and presentations; produce higher quality, consensus-based deliverables and help you and your organization excel! You learn through extensive practicing and feedback how to:

- Engage a wide and diverse group of people (community members, team members, outside agencies) with a process that is fun and interesting.
- Prevent meeting scope creep and extended ramblings unrelated to your meeting objectives and deliverable.
- Manage conflict, "problem people", dysfunctional behavior, and mitigate political resistance.
- Facilitate focused discussions, keep meetings on track, and get everyone to contribute.
- Transform meeting cultures where your participants show up unprepared, disinterested or unvested.
- Build team work and relationships for ongoing results.
- Create follow up Action Plans that get results.
- Develop an effective facilitation style that reflects your personality, using appropriate training aids and techniques.



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{SBrand}
HELPING YOU FILL IN THE BLANKS

What Topics are Covered?

The following is a short list of what we typically cover in our courses. We often customize the content to meet the needs of our clients, and continuously update our trainings.



Skills of great facilitators



Preparation for the meeting



Setting the stage



Role of the facilitator



How to deal with problem people



Engaging groups



Building and maintaining energy



Documentation



Opening and Closing Sessions



Checklists and tips



Activities, games, and icebreakers



Creating an Action Plan



Follow up meetings



Virtual Facilitation Techniques

Strategic. Sustainable. Success.

Meet Your Instructor



Sheryl Trent is the owner of SBrand Solutions, LLC. A Certified Master Facilitator® and Certified Virtual Facilitator™ Sheryl has been facilitating fun, energetic and engaging meetings that result in support and action for over 25 years. SBrand has helped hundreds of clients (public, private and non-profit) with creating consensus based decisions, inspiring strategic plans, effective organizational development, team relationships and inclusive community involvement. The resulting outcomes have buy in, support, accountability and focus.

100% GUARANTEED

We're so sure our passion and process for facilitation skills and facilitation training surpasses any other, we guarantee that **if you're not 100% satisfied, we'll refund your tuition.**



Contact us for more information and details!

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