

BUILDING VOLUNTEER COMMITMENT AND WORKING SUCCESSFULLY WITH BOARDS

**ASDFE FALL CONFERENCE
ORLANDO, FLORIDA**



**SUNDAY OCTOBER 10, 2010
9:30-11:30 A.M.**

PRESENTER:

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OBJECTIVES OF THIS SESSION

In this interactive session, we will explore ways of nurturing and developing volunteer leaders, and building commitment to your foundation. Not for profit boards are undergoing immense change. The search to attract and retain high-performing leaders intensifies in what is an increasingly competitive landscape for individual's time, attention and resources. A highly charged board is the engine to a foundation's success. To what approaches do volunteers respond best?

Participants will:

- Gain awareness of the very best practices for developing board members and volunteer leaders.
- Learn different approaches to meetings, committees, identification and recruitment of new board members, how to measure success and board activity.
- Understand and break through barriers that prevent seeing and implementing new ideas that will help board's change and become more effective.
- Explore the question: Do you have a bored board, an engaged board, a strategic board, an ambitious board, a generous board?
- Do meeting agendas pertain mostly to reports or do they involve strategic conversations?
- Are the leaders you want to attract to your board or committees considered out of reach? How do you recruit an A+ board?

Are you a catalyst for driving change or maintaining the status quo?



LIFE CYCLES OF ORGANIZATIONS AND BOARDS – STAGES OF ORGANIZATIONAL DEVELOPMENT

Stage of Organizational Development	Characteristics of that Stage
Conception/ Infancy	Voluntarily coming together to solve problems High enthusiasm and energy
Infancy	Founder(s) in charge Work expands
Puberty	Organization grows but is awkward in dealing with coordination and external affairs More professional management emerges
Young Adulthood	More formalized management, policies, and procedures Emerging organizational politics
Adulthood	Organization mastering environment, serving needs of clients or members Established management New ideas contemplated High energy Risk- sometimes trying to be everything to everyone
Late Adulthood	Excitement beginning to wane Past valued over innovation Complacency, no sense of urgency or zeal
Old Age	Diminishing ability to serve needs Lack of cohesion among leaders Little energy available for renewal and reversal of situation
Revitalization	Revitalization of mission Re-defining service niche: what service to provide that no other organization is in a better position to meets

Source Board Source 2006



FACTORS FOR ASSESSING BOARD LEADERSHIP (SAMPLE)

Organizational Expertise

Degree to which the Board member understands the organization's purpose, goals, objectives and programs. This is necessary for intelligent board participation and effective policy formation.

Senior Professional-Level Expertise

Degree to which the Board member serves in a top-level management position in his/her own organization and is able to bring senior level skills, perspective and resources to the Board.

Sphere of influence

Degree to which the Board member is well known in important community or professional circles and whose participation on the board has a positive impact on the (professional) community's awareness of the Foundation.

Financial impact

Amount of influence of the Board member in generating financial support for the foundation. Ability to give a sizeable gift which also provides a basis for influencing other support.

Commitment to the Organization

Degree of involvement; leadership on a committee; attendance and involvement at Board meetings; preparation for meetings; financial support; participation in policy decisions; attendance at events.

Community representation

Degree to which the Board member actively serves as an advocate in the profession or community and opens doors to important community members, helping expand partnerships, presence and funding.

Change agent

Degree to which this Board member is future thinking and can envision and embrace change, growth and expansion along with the work entailed to get there. Professional experience with organizational change is a plus.

Work style

Contributes to meetings. Listens, analyzes, thinks clearly and creatively. Works well with people individually and as a group. Works effectively with staff.



EDUCATING BOARD MEMBERS:

What Do They Need To Know To Be Effective?

- Fundraising 101 – general fundraising training
- Planned giving-what board members can do to further your foundation's program
- Solicitation training – planning for and making the ask
- Trends and current news in the nonprofit sector
- Pending state and federal legislation
- Roles and responsibilities of board members
- State(s) non profit law and state personnel laws
- Training in program evaluation and program outcomes
- Updates about collaborators and competitors
- Legal obligations of non profit boards
- Nonprofit finance and accounting
- Training in outreach and advocacy



MEETINGS

Strategically thinking boards are constantly ahead of the game and their meeting agendas will reflect this attitude. The strategic plan is the key reference that should be reflected in the agenda. Why go through the time and trouble of a strategic planning process and then ignore the results? Thorough strategic planning has already identified the key topics that the board must include on its radar screen. Committees and Task Forces should be working towards those goals throughout the year. The board agenda reflects this sequence of issues.

Board agendas should reserve a major part of the meeting for issue discussions that are timely and geared toward the next phase of where you foundation wants to be.

Consent Agendas

- Appears as one section or one subject in the meeting agenda
- Placed at the very beginning of the agenda
- Allows the board to group standard, regular and routine items under one heading and pass that “package” with one vote
- Important feature: None of the items should require any discussion
- When Chair brings the consent agenda to a vote, if there is a question concerning an item within the consent agenda, the item gets pulled and handled separately

How to use a Consent Agenda:

- Set the meeting agenda
- Distribute materials in advance (Mark which items will need approval.)
- Read materials in advance
- Introduce the consent agenda at the meeting
- If further conversation is required (even quick questions), remove it from the consent agenda
- Accept/approve the consent agenda
- Document acceptance of the consent agenda
- Return to items removed that require discussion



Sample Agenda – combined with generative governance opportunity

**State Dental Foundation
Board of Directors Meeting
October 10, 2010
Agenda
Extended Special Meeting 9:00 – 1:00**

Welcome

Chair's remarks

Consent Agenda

Approval of agenda

Chief Executive's report

Treasurer's report

Committee reports

Task force reports

Discussion:

ASDFE: If we were to start our association from scratch today (2010) would we structure the association the same?

Are we successfully meeting these five criteria and are these the right criteria for this association?

1. enhance members' professional development
2. advance issues unique to their organizations and work
3. share techniques, technologies and know-how
4. create networking and mentoring opportunities
5. promote ethical standards for the operation of philanthropic organizations and conduct of charitable solicitations

New business

Adjourn



TECHNIQUES FOR STIMULATING GENERATIVE THINKING AND GENERATIVE GOVERNANCE FROM GOVERNANCE AS LEADERSHIP:

Techniques for boards unaccustomed to trustee deliberations to engage in highly participative and relatively spontaneous discussions:

Silent Starts

Prior to the start of a major discussion, set aside two minutes for each trustee to anonymously write on an index card the most important question the board and management should consider relevant to the issue at hand. Ask one trustee to read them aloud. Identify the question(s) most important to the most trustees and questions most crucial to the discussion.

One Minute Memo

At the conclusion of a major discussion, reserve two to three minutes for trustees to write down what they would have said next time had there been time to continue the discussion. No trustee then suffers the pain of an undelivered remark or unstated concern.

Future Perfect History

In breakout groups, develop a narrative that explains in the future perfect tense how the organization moved from its current state to an envisioned state. Compare the storylines for common pathways as well as attractive, imaginative detours.

Counterpoints

Randomly designate two to three trustees to make the most powerful counterarguments to initial recommendations or an embryonic consensus.

Role Plays

Ask subsets of the board to assume the perspective of different constituent groups likely to be affected by the issue at hand. How would these stakeholders frame the issue and define a successful outcome?

Simulations

Trustees can simulate some decisions, to provoke discussion about the trade-offs that management faces.

Surveys

The board administers an anonymous survey prior to discussion of a major issue. For instance:

- What should be atop the board's agenda next year?
- What are the most attractive, least attractive, most worrisome aspects of the proposed strategic plan?
- What external factors will most affect the organization in the next year?
- What are we overlooking at the organization's peril?
- What is the most valuable step we could take to be a better board?

Collate the answers for board discussion.



BOARD MEETING EVALUATION

Hand out periodically at board meetings. Collated responses, anonymous or attributed to a board member, are used by the CEO and Board Chair to plan future meetings. Share with the board for further discussion on how to strengthen meetings. Alter questions.

The issues we covered today were:

Less Important 1 2 3 4 5 6 Essential

The issues discussed correlated with our strategic plan and future vision

Not helpful 1 2 3 4 5 6 Very important

The materials provided were:

Not helpful 1 2 3 4 5 6 Indispensable

Today's discussion concerned primarily:

Operations 1 2 3 4 5 6 Policy, Strategy, Values

Today's discussion demonstrated good committee/task force work:

Not as much 1 2 3 4 5 6 Very much so

What might we have done differently to improve our meeting today?

What was the most valuable contribution we made to the organization's wellbeing today?

Did we use the allotted time wisely?

Does the discussion need to continue?

Do you feel that you had the opportunity to contribute your skills and knowledge at this meeting? If not, how can we best involve you in the future?

In light of today's meeting, what are the most important topics we should address at our next or future meetings? Explain.

Adapted from How to Help Your Board Govern More and Manage Less, by Richard Chait. Published by BoardSource.



INDIVIDUAL BOARD MEMBER SELF-EVALUATION

Use the following questions for individual board member evaluation. For board members answering yes to these questions, they are likely to be fulfilling their responsibilities as board members.

	YES	NO	NOT SURE
1. Do I understand and support the mission of the foundation?			
2. Am I knowledgeable about the foundation's programs and services?			
3. Do I follow trends and important developments related to the foundation?			
4. Do I assist with fundraising and/or give a significant annual gift to the organization?			
5. Do I read and understand the organization's financial statements?			
6. Do I have a good working relationship with the Chief Executive?			
7. Do I recommend individuals for service to this board?			
8. Do I prepare for an participate in board meetings and committee meetings?			
9. Do I act as a good-will ambassador to the organization?			
10. Do I find serving on the board to be a satisfying and rewarding experience?			

Adapted from The Board Building Cycle by Hughes, Lakey & Bobowick, 2003



BOARD RESPONSIBILITIES AND INVOLVEMENT PLANNING GUIDE

The Board of Directors of the (foundation name) plays a critical role in providing support to the foundation's management by ensuring adequate resources, oversight as well as future planning. Paramount to the foundation's success and high quality standards is the commitment, guidance, support and financial resources provided by every member of the Board. herefore, it is essential that members have full understanding of their responsibilities.

Contribute

Members of the board are asked to give, raise or contribute in kind, a minimum total contribution of \$10,000 which can be comprised of the following:

1. A gift of at least \$10,000 or more to the Annual Fund.
2. Purchase of a table at the annual Gala event (purchase of auction items)
3. Participation in the Golf Tournament and or Fun Run.
4. Gifts in kind, services which can be quantified for a specific amount.

Seek contributions from others

1. Secure an annual gift or sponsorship for the Gala or Golf Tournament.
2. Solicit unrestricted and restricted funds from individuals, corporations and foundations.

Actively participate on Committees and attend meetings of the Board

1. Actively participate on at least one Board Committee.
2. Attend at minimum (number) of meetings of the board and the annual meeting.
3. Actively participate in at least one fundraising program of the development committee.
4. Share your individual talents and skills as well as those of your company/organization, where appropriate.

Open doors – Expand the foundation Sphere of Influence within membership or alumni days

1. Introduce individuals, corporate and foundation representatives to the foundation. Solicit them for a gift.
2. Host at least one community breakfast or dinner with members of your regional association to talk about the foundation.
3. Recommend candidates for board membership to the Governance Committee and participate in their cultivation.

Prepare and provide for the Future

1. Actively participate in the foundation's future planning by attending the board retreat and all other strategic planning events of the board.
2. Each member of the Board will be expected to make a stretch gift to the endowment campaign and actively cultivate and solicit prospects at the appropriate time.



BOARD GIVING AND FUNDRAISING PERSONAL PLANNING GUIDE

The following planning tool is designed to help board members plan for their giving and fundraising activities for the fiscal year, ensuring that the minimum requirement of \$10,000 in giving and fundraising is achieved. The foundation's fiscal year runs from July through June.

Fiscal Year 08-09 projected support				
Annual Fund				
Gala				
Golf Tournament				
Restricted gifts				
Other support				
Includes in-kind support, donations for auctions, hosting an event, etc.				



BOARD ATTENDANCE PLANNING GUIDE FISCAL YEAR '08 – '09

Board meeting attendance		
Meetings	Proposed Major Agenda Items	Anticipated Attendance
September xxx, 2008 5:00 p.m.		<input type="checkbox"/> Yes, I plan to attend. <input type="checkbox"/> No, I am unable to attend.
January xxx, 2009 5:00 p.m.		<input type="checkbox"/> Yes, I plan to attend. <input type="checkbox"/> No, I am unable to attend.
June xxx, 2009 5:00 p.m.		<input type="checkbox"/> Yes, I plan to attend. <input type="checkbox"/> No, I am unable to attend.



COMMITTEE INVOLVEMENT PLANNING GUIDE

FISCAL YEAR '08 – '09

Committee Participation		
Development	<p>Advises the board on fund development matters and financial goals related to fundraising and capital campaigns.</p> <p>Reviews and facilitates fundraising programs and helps raise funds. Acts as a liaison for the Board with Development and Marketing Committees and with the President and Director of Development.</p>	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.
Facilities	<p>Oversees the master plan for the building and grounds by working with the staff and outside consultants. The committee reports concerns and findings to the Board, and needs board approval to enter into any binding agreements, including:</p> <ul style="list-style-type: none"> • Acquisition and disposition of buildings • Leasing • Planning, development and financing of new construction, and • Major capital projects impacting the master plan 	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.
Finance	<p>Reviews the fiscal affairs of the foundation; the long-range financial plan and yearly operational budget including setting tuition levels for board approval. Reviews investment policies for the school on a quarterly basis. Monitors the implementation of the budget and issues financial statements.</p> <p>Assists the foundation trustees in fulfilling their oversight responsibilities by:</p> <ul style="list-style-type: none"> • Reviewing audited consolidated financial statements • Serving as an independent and objective party to monitor operations, reporting processes, and internal control systems 	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.
Governance	<p>Reviews and recommends candidates for board membership based upon analysis of needs and gaps in resources and expertise on the board. Reviews Board member participation on committees, fundraising, individual giving and other contributions to the foundation. Presents slate for re-election and slate of officers.</p>	Members are selected.
Legal	<p>Advises the Board on any legal issue that may arise. Reviews documents and contracts to ensure that they are compliant with Federal and State law.</p> <p>Reviews Board bylaws and minutes.</p>	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.



Marketing	Provides guidance on marketing issues related to the foundation, focusing on both internal and external audiences. Conducts surveys of parents to evaluate progress and identify opportunities. Leads initiatives to build applications and increase retention. Oversees communications programs.	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.
Technology	Oversees the Information Technology (IT) use and investments in the foundation. Plans IT long-term strategy.	<input type="checkbox"/> Will remain a member. <input type="checkbox"/> Would like to rotate off. <input type="checkbox"/> Would like to join.

Questions?

Do you have questions regarding the board giving, fundraising and involvement plan?

_____ Yes _____ No

Please list your questions below and (name), Governance Committee Chair will respond to you personally:

Please return your personal planning guide in the self addressed envelope to (name), by (date). We will track your activities and areas of involvement and return the form to you. If we miss any areas of your involvement, we ask that you let us know at that time.

Thank you.

ASSESSING THE BOARD’S FUNDRAISING ACTIVITIES

	YES	NO	SOMEWHAT/ MAYBE/ NOT CERTAIN
1. Are prospective board members talked to about their fundraising responsibilities? Before they are elected to the board?			
2. Are fundraising responsibilities and personal giving included in the board member expectation agreement?			
3. Do 100% of board members make a yearly personal “stretch” gift to the annual fund?			
4. Does the board chair personally solicit board members annually to insure appropriate board giving?			
5. Does the board chair take time to personally cultivate and steward appropriate higher level prospects and donors?			
6. Does the CEO take time to personally cultivate and steward appropriate higher level prospects and donors?			
7. Is the mission statement clear, concise and compelling?			
8. Can at least 80% of the board recite the mission statement?			
9. Does the board agree on a vision for the foundation?			
10. Does the executive director/director of development identify appropriate cultivation and stewardship opportunities for board member participation?			
11. Has the director of development clearly presented the organization’s fundraising strategy to the board?			
12. Do the CEO and board chair organize the meeting agenda to clearly prioritize the importance of fundraising?			
13. Do the CEO and board chair plan annually for board training opportunities in fundraising?			
14. Do the CEO, board chair, and director of development each appropriately publicly acknowledge and recognize board members fulfilling their fundraising responsibilities?			
16. What are the board’s responsibilities for fundraising?			

